Department of the Interior

Enterprise Transition Plan

Fiscal Year 2009

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Introduction

Throughout the Federal government, there is much discussion of and focus on change. These influences have resulted in transformation programs that increasingly use a structured, Enterprise Architecture (EA) method of analysis.

At the Department of the Interior (DOI), the Interior Enterprise Architecture (IEA) program has seized the benefits of EA. In fact, the award winning IEA program has taken the power of this structured planning approach to new levels of effectiveness by leading a Government-wide team to develop the Federal Segment Architecture Methodology. The IEA program has been recognized as a leader in both private and public sectors for achieving results, using what the IEA program calls *actionable architecture*.

EA is a major contributor to change across DOI. Enterprise Architecture identifies where and what changes are needed and guides development of IT investments to effect those changes.

This document describes the high-level plan for achieving the target architecture DOI has defined through its completed segment architectures.

Although there is a strong link between DOI's modernization blueprints and its investment business cases, successful implementation of the Enterprise Transition Plan is dependent on appropriate funding of modernization activities. It is also important to note that the DOI segment architectures that are completed or under development do not only equate to system retirements. The segment architectures created at DOI are focused on increasing performance and satisfying mission needs, in addition to solution optimization.

Enterprise Transition Plan Format

In accordance with OMB guidance, the DOI Enterprise Transition Plan schedule, in a Microsoft Project file accompanying this document, is organized by the OMB segment types and then by the segments DOI has defined in its enterprise architecture. Each segment is listed in the plan using both its three-digit code and its name and each segment is shown as a summary task in the Enterprise Transition Plan schedule.

Milestones from segment architectures are listed within the corresponding segment's summary task. For segment architectures still in-progress, milestones are included for the project to develop and approve the segment architecture. For completed segment architectures, milestones summarized from the segment's sequencing plan are listed. For segment architectures completed during the reporting period, milestones for the segment architecture development and approval are listed first, followed by milestones summarized from the completed segment architecture.

Milestones from IT investments are also included in the DOI Enterprise Transition Plan. Each IT investment is listed by name within the segment to which the IT investment is mapped. The notes field in the Microsoft Project file also includes the UPI assigned to the IT investment. Milestones from the IT investments are listed as subordinate to the task named after the IT investment, making each IT investment task also a summary task in the Enterprise Transition Plan schedule.

All major IT investments and non-major IT investments with Development/Modernization/Enhancement funding in either the Performance Year or the Budget Year at the time of publication are included in the DOI Enterprise Transition Plan. These IT investments are included even if they do not correspond to one of the DOI completed segment architectures.

Organization

In addition to this summary section, this document is organized as follows:

Part I: Completed Segment Architectures includes a description of the activities and milestones summarized from the sequencing plans in completed DOI segment architectures and related Information Technology (IT) investments. This section highlights the milestones derived from completed segment architectures, illustrates which milestones have been accomplished, describes how the milestones correspond to the activities defined in the IT investment business cases associated with the segment and discusses issues delaying or impeding progress.

Part II: In-Progress Segment Architectures defines activities for Segment Architecture projects still in-progress when this plan was written.

Part III: Enterprise Activities details Department-wide activities affecting all segments of the DOI Enterprise Architecture. This section includes the strategy for how reuse will be addressed across all segments.

Part IV: Performance Architecture describes the line-of-sight hierarchy of performance goals and measures relevant to the completed portion of DOI's Enterprise Architecture.

Part I: Completed Segment Architectures

To date, eight segment architectures have been completed and approved by the DOI Investment Review Board (IRB) and their associated business area leadership. The Financial Management segment architecture covers both the Financial Management and Grants segments in DOI's Enterprise Architecture. This number of completed segment architecture thus covers 19% of DOI's 47 segments. One of the previously completed segment architectures, for the Wildland Fire segment, is re-classified as an in-progress segment architecture in this plan. The sequencing plans for the other completed segment architectures are either completed, in the process of being executed or are being re-baselined. Milestones summarized from the completed segment architectures are included in the Enterprise Transition Plan, as detailed below.

Recreation Segment

The Recreation segment architecture was one of the first segment architectures completed at DOI. The Recreation segment spans several organizations within DOI. The segment architecture defines a collection of recommendations affecting services to citizens such as recreation information delivery, recreation reservations, recreation permits management, and land use metrics. Additionally, the Recreation segment architecture defines recommendations oriented towards the management of government resources.

Specifically, these recommendations include the elimination of redundant systems, the establishment of data sharing relationships to eliminate duplicate data collection and storage, and the use of business process reengineering techniques to redefine the way that recreation conducts some of its operations.

The milestones from the Recreation segment architecture sequencing plan were all accomplished prior to FY2009, so the Enterprise Transition Plan shows no milestones for this completed segment.

Two IT investments in the DOI investment portfolio are associated with the Recreation segment – Recreation One Stop and NPS.gov. Both of these IT investments are in steady state operations and maintenance, as shown in the excerpt from the Enterprise Transition Plan, below.

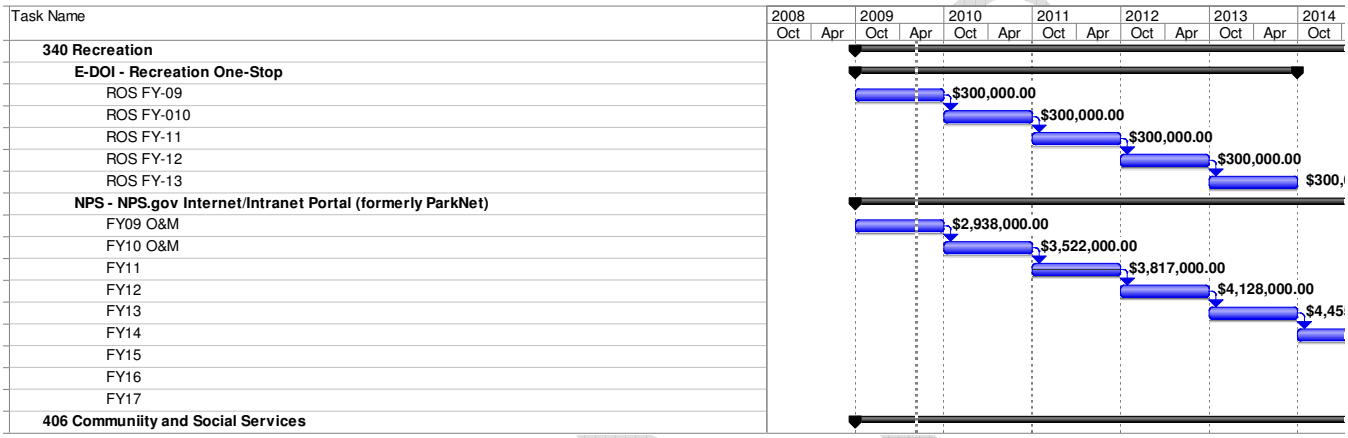

Figure 1 Recreation segment of the Enterprise Transition Plan

Notable milestones reached from the Recreation segment architecture are as follows:

- Completed and published RecML data exchange standards;
- Developed and implemented Recreation Information Database (RIDB);
- Obtained NOAA evaluation of data standards used for RIDB 1.0;
- Implemented data exchange between Corps Lakes Gateway and Recreation Information Data Base (RIDB);
- Implemented Receation.gov, replacing several legacy systems including the National Parks Service (NPS) reservations service.

The baseline architecture for the Recreation segment had redundancy in deployed information systems enabling recreation functions such as information delivery, retail sales, and recreation reservations. The figure below shows the state of chaos citizens faced when using these duplicative information systems.

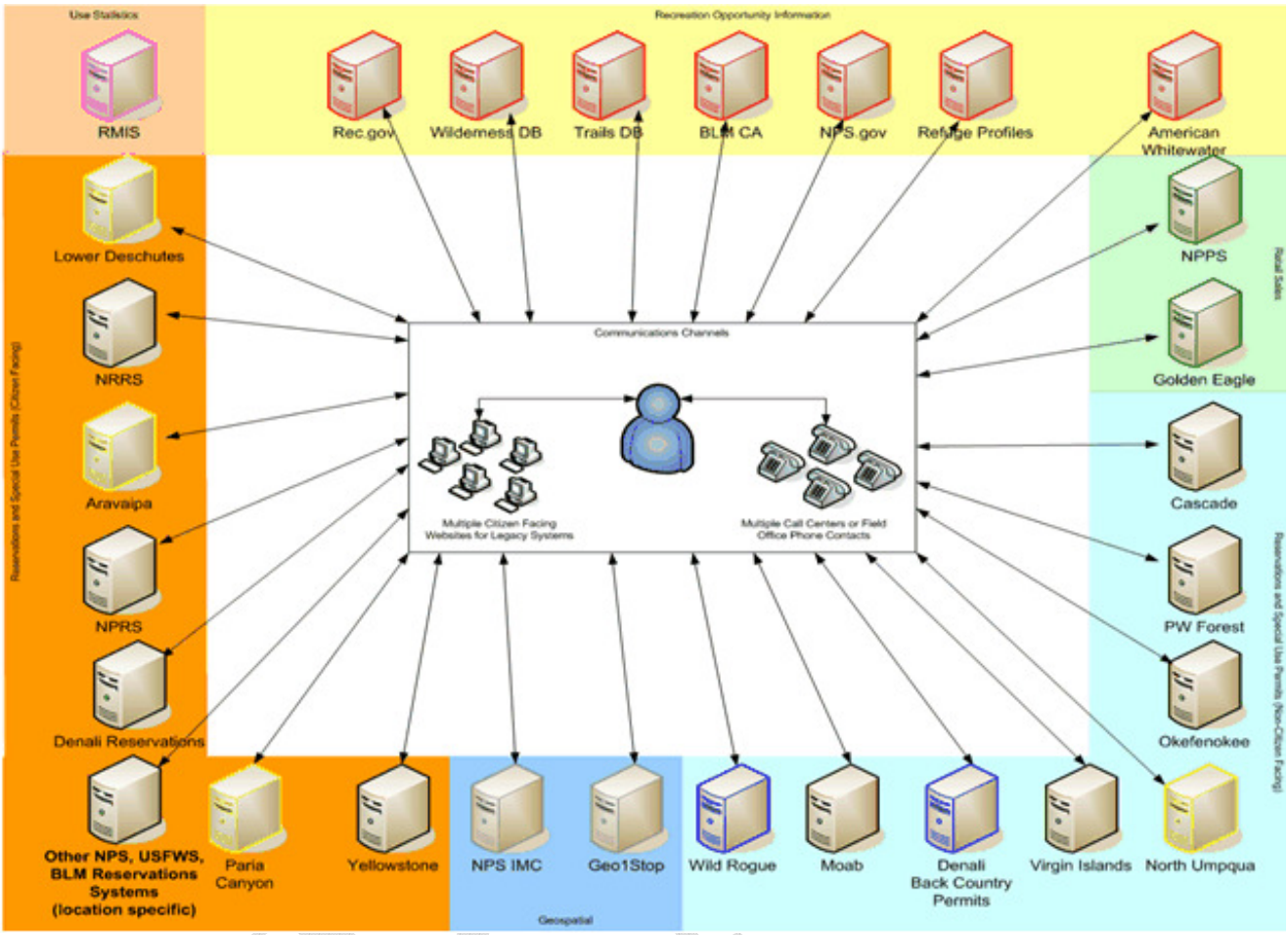

Figure 2 Recreation segment baseline information system architecture

Recommendations from the Recreation segment architecture led to retirement of functionally redundant information systems, increasing the value of the service to the citizen by making more recreation opportunities available through a single information system, the National Recreation Reservations Service (NRRS).

The Recreation segment target information system architecture, illustrated in the figure below, has been achieved. The Recreation Information Database (RIDB) is now the central hub for Federal recreation information. Citizens have a simplified means of using Federal recreation facilities.

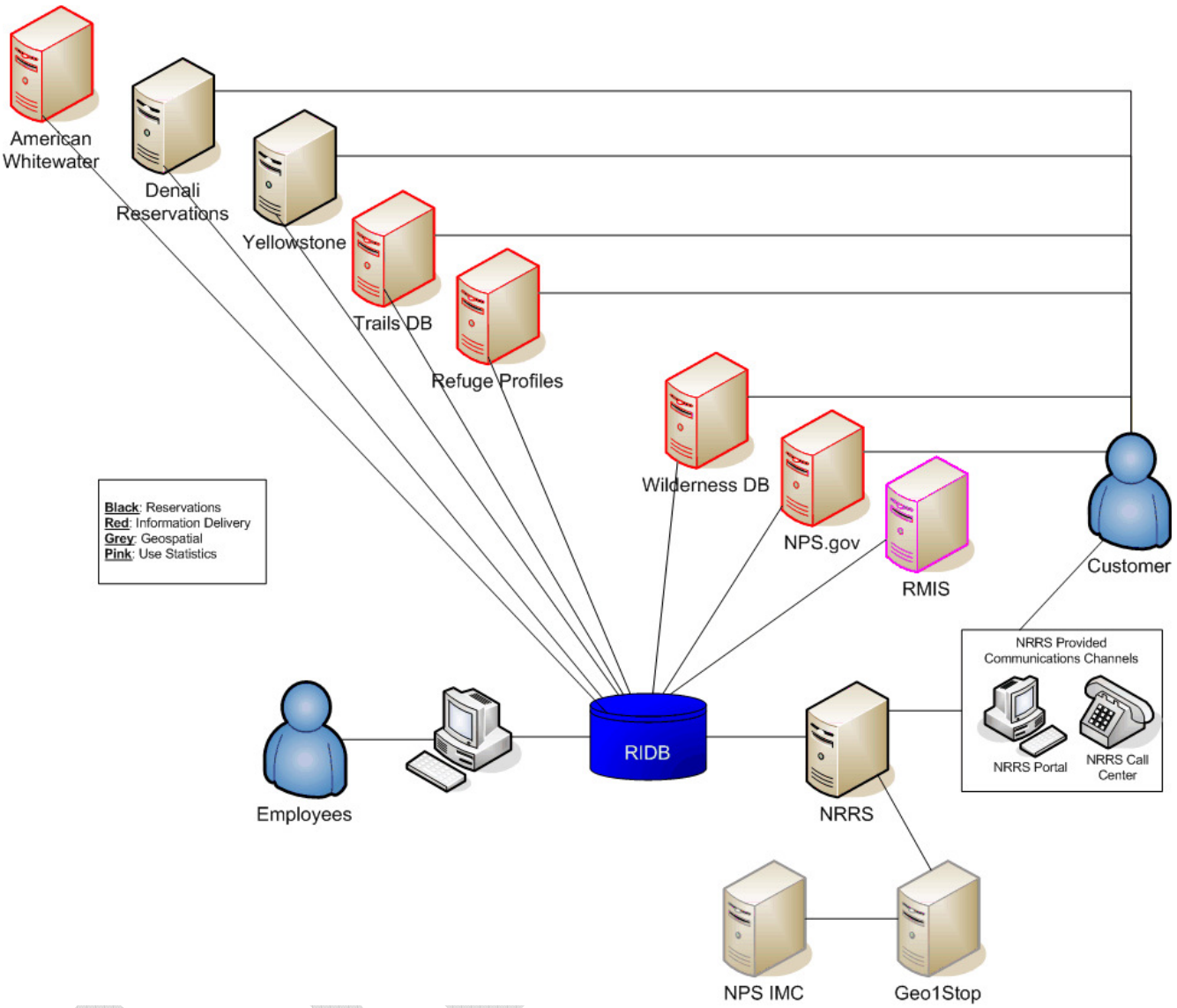

Figure 3 Recreation segment target information system architecture

Law Enforcement Segment

The Law Enforcement segment architecture is centered on the implementation of the Incident Management Analysis and Reporting System (IMARS). The IMARS solution is designed to be the standard solution for law enforcement incident management at DOI. The Law Enforcement segment architecture details the conceptual solution architecture for the IMARS solutions and additionally presents a series of tactical and strategic recommendations for the Law Enforcement segment.

To comply with requirements from the Information Sharing Environment initiative in the Federal Transition Framework, the Law Enforcement segment architecture is being revised. Efforts are currently underway to define the requirements IMARS must meet to share information in the Information Sharing Environment. As a result of this revision to the Law Enforcement segment architecture, the milestone to define these requirements is the only milestone shown in this segment. Once the requirements are

completed, the Law Enforcement segment architecture will be updated, which may lead to further milestones being defined for this segment.

The figure below illustrates the sole milestone for the Law Enforcement segment architecture revision and the IT investments associated with that segment. The deadline for the milestone to complete the ISE requirements analysis is set for the end of FY2009.

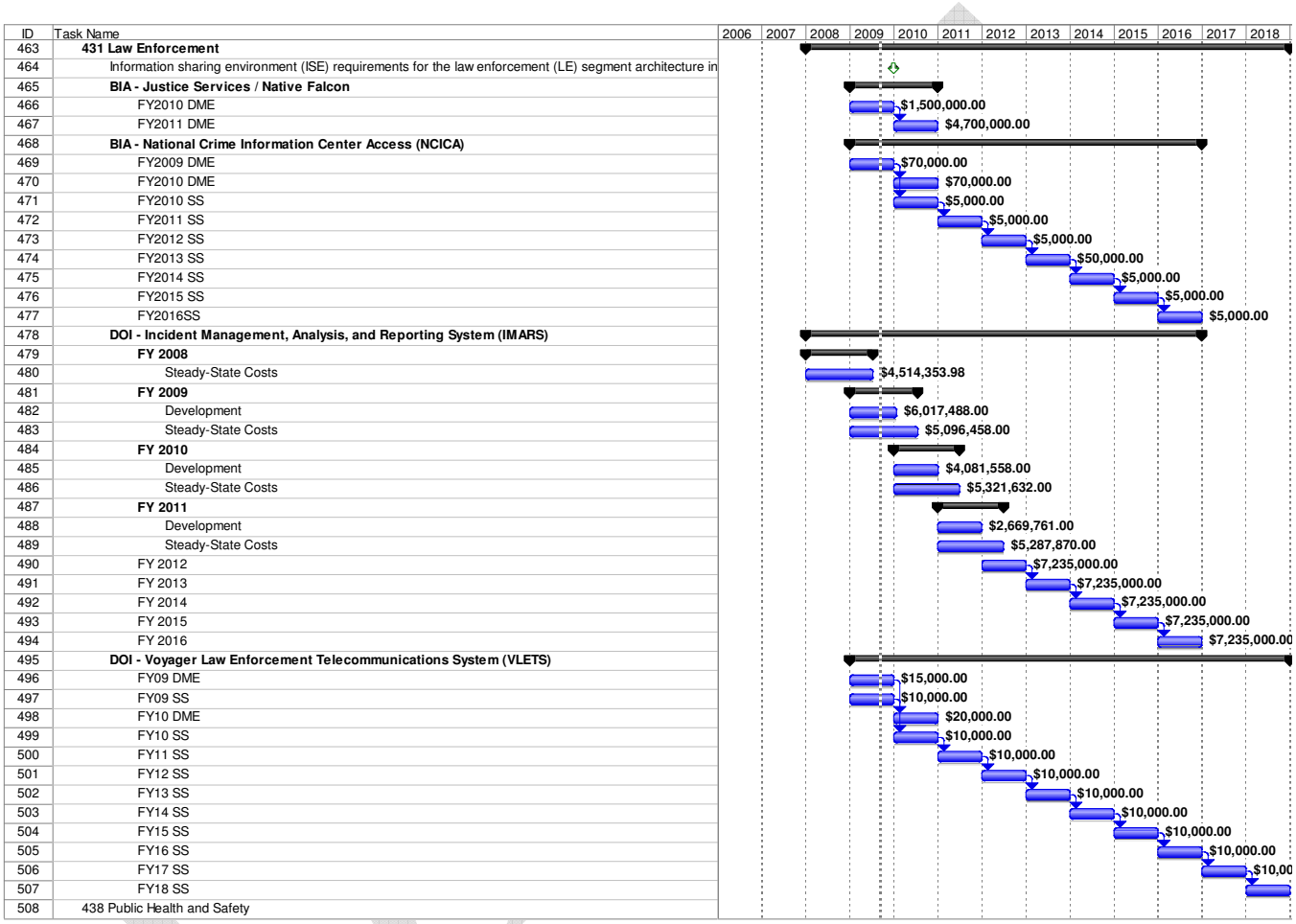

Figure 4 - Law Enforcement segment of the Enterprise Transition Plan

The analysis completed earlier for the Law Enforcement segment architecture supported the conclusion a single system, IMARS, could meet 80% or more of the required incident management and reporting functionality across all DOI business units. LEMIS, operated by FWS, is one exception with customs declarations, case law research, and seized assets functionality that will not be immediately addressed by the IMARS solution. Due to this gap in functionality, the LEMIS solution will be part of the interim target state.

The figure below illustrates the high-level system architecture in use prior to the completion of the earlier Law Enforcement segment architecture.

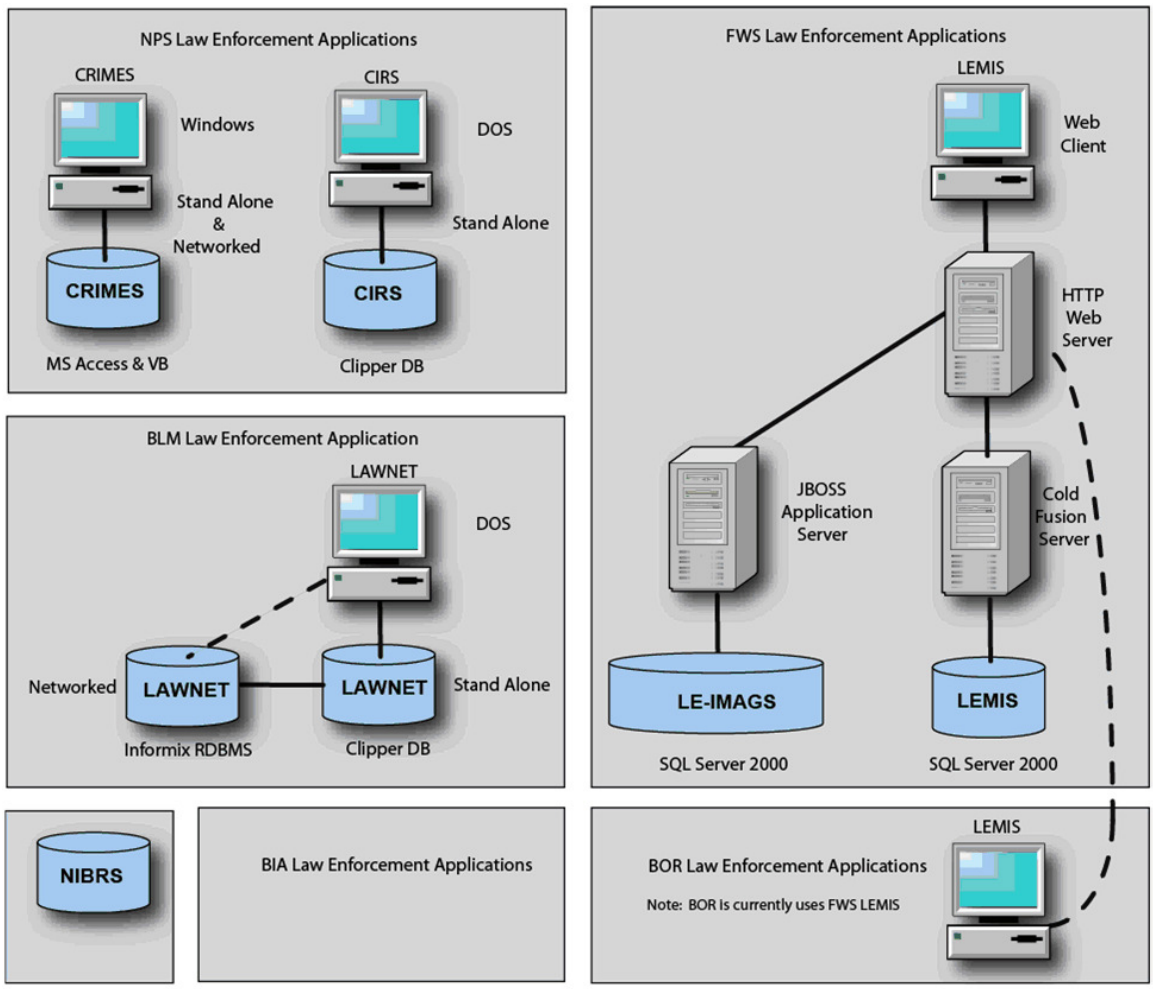

Figure 5 - Law Enforcement segment baseline information system architecture

The figure below depicts the target information system architecture for the law Enforcement segment. Notably, that figure shows a long-term conceptual solution state that has not yet been achieved. Once the Information Sharing Environment initiative's impact on the Law Enforcement segment architecture is determined, the Law Enforcement target information system architecture may be revised.

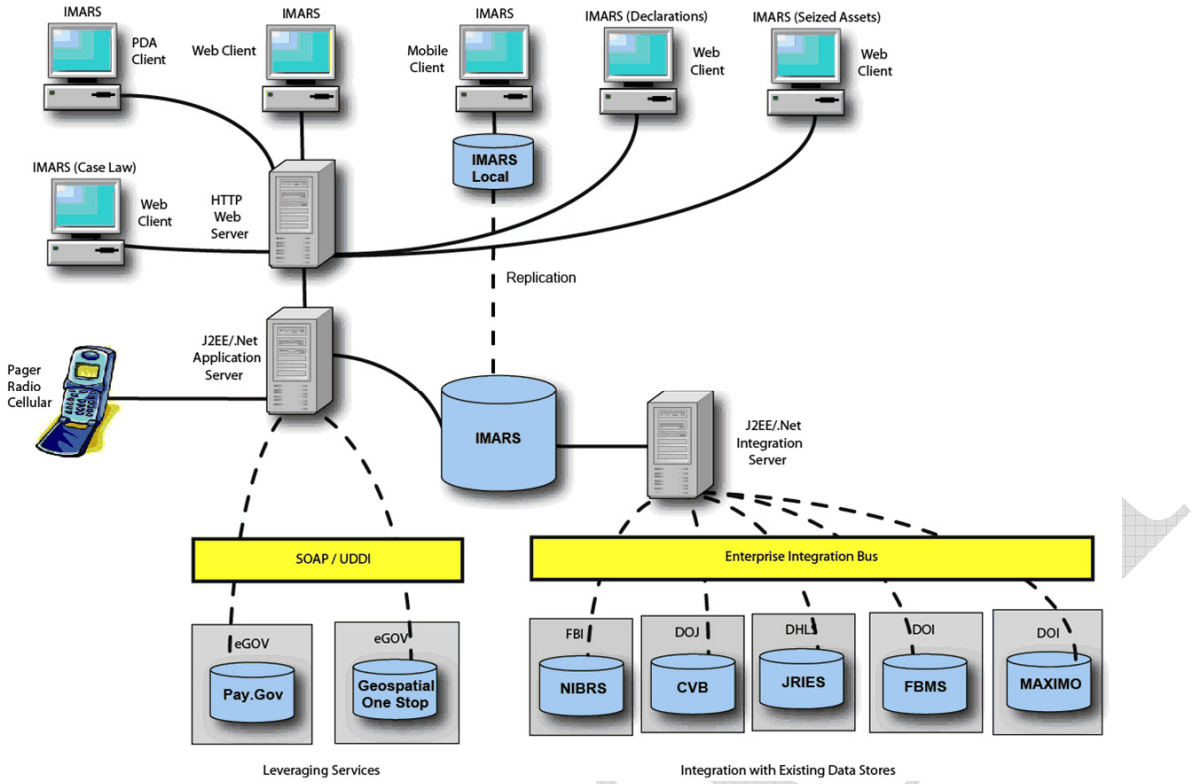

Figure 6 - Law Enforcement segment target information system architecture

Financial Management Segment

The Financial Management segment architecture recommended implementation of the Finance and Business Management System (FBMS). This commercial-off-the-shelf (COTS) solution is designed to incorporate the majority of the financial management functions into one solution that eliminates over 90 DOI and Bureau information systems and subsystems.

Since the Financial Management segment architecture retires so many information systems, the Enterprise Transition Plan summarizes the retirements rather than explicitly listing each one. Information system retirements resulting from FBMS correspond to the implementation of FBMS at additional Bureaus and Offices throughout DOI, i.e. as FBMS is deployed for a new organization, the financial information systems and subsystems FBMS replaces at those organizations are retired. The figure below shows the Financial Management segment portion of the Enterprise Transition Plan, illustrating the linkage between milestones from the segment architecture and the FBMS IT investment. Since the number of IT investments in the Financial Segment is still large (due to the fact that FBMS is not yet fully deployed), the excerpt below shows the other IT investments in that segment collapsed.

The Financial Management segment architecture also addressed changes in the Grants segment in DOI's Enterprise Architecture. There is one outstanding milestone in the Grants segment, retirement of the Grants Management System which is linked to Deployment 6 of FBMS. The sole IT investment in the Grants segment is in steady state operations and maintenance.

ID	Task Name
1068	**617 Financial Management**
1069	FBMS Deployment 4 system retirements completed
1070	FBMS Deployment 5 system retirements completed
1071	FBMS Deployment 5 interfaces completed
1072	FBMS Deployment 6 system retirements completed
1073	FBMS Deployment 6 interfaces completed
1074	FBMS Deployment 7 system retirements completed
1075	FBMS Deployment 7 interfaces completed
1076	FBMS Deployment 8 system retirements completed
1077	FBMS Deployment 8 interfaces completed
1078	**BIA - BIA Execution Reporting Tool (BERT)**
1092	**BIA - Modernization of Irrigation Information Management System (MIIMS)**
1101	**BIA - Native American Self-Determination and Governance Agreements Mgmt System**
1110	**BIA - SGDB enhancement - Self-Governance Management Database**
1112	**BLM-Collections and Billings System (CBS)**
1122	**DOI - Advanced Budget/Accounting Control and Information System (ABACIS) (GovWorks)**
1131	**DOI - Consolidated Financial Statement (CFS) System**
1137	**DOI - Financial and Business Management System (FBMS)**
1138	**FBMS Operations and Maintenance**
1139	FBMS Operations & Maintenace FY12
1140	FBMS Operations & Maintenace FY13
1141	FBMS Operations & Maintenace FY14
1142	FBMS Operations & Maintenace FY15
1143	FBMS Operations & Maintenace FY16
1144	FBMS Operations & Maintenace FY17
1145	FBMS Operations and Maintenance FY18
1146	FBMS Operations and Maintenance FY19
1147	FBMS Operations & Maintenace FY18
1148	**FBMS Deployment 4**
1149	D4 Final Prep
1150	D4 Go Live and Support
1151	**FBMS Deployment 5**
1152	D5 Planning
1153	D5 Blueprint
1154	D5 Realization
1155	D5 Final Prep
1156	D5 Go Live and Support
1157	**FBMS Deployment 6**
1158	D6 Planning
1159	D6 Blueprint
1160	D6 Realization
1161	D6 Final Prep
1162	D6 Go Live and Support
1163	**FBMS Deployment 7**
1164	D7 Planning
1165	D7 Blueprint
1166	D7 Realization
1167	D7 Final Prep
1168	Go Live and Support
1169	**FBMS Deployment 8**
1170	D8 Planning
1171	D8 Blueprint
1172	D8 Realization
1173	D8 Final Prep
1174	D8 Go Live and Support
1175	**DOI - Interior Department Electronic Acquisition System (IDEAS**
1180	**NPS - Construction Allocation System (CAS)**
1199	**E-DOI - NBC FMLoB Shared Service Provider**

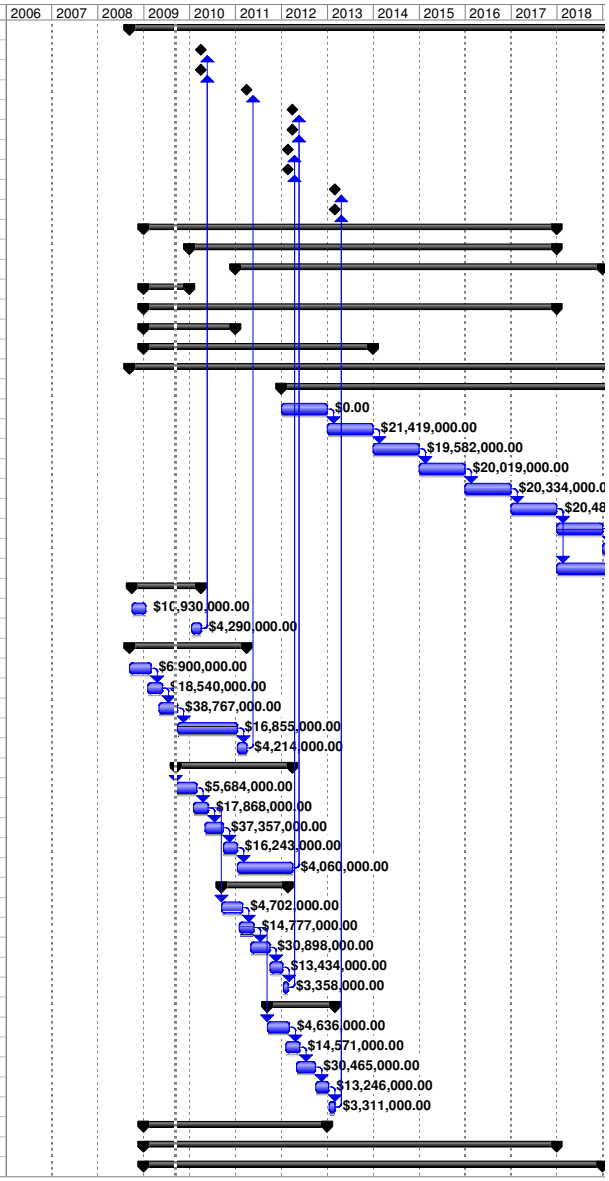

Figure 7 - Financial Management segment of the Enterprise Transition Plan

FBMS is a major enterprise management initiative that will integrate financial management, procurement, property management and other subsidiary systems, and will revamp administrative processes throughout the DOI. FBMS will provide the system and process structure for the Department to modernize its operations and retire duplicative systems. FBMS will provide complete, accurate and timely information on financial activities; including budget execution, acquisition, grants, property management, core accounting, and performance that will enable Interior's employees and managers to make informed decisions about their programs. It is directly related to the Department's management improvement goals and strategies.

The Financial Management segment architecture initiated numerous near term improvements within the Financial Management community. On November 19, 2007, the FBMS acquisition module was

launched for Minerals Management Service (MMS) and the Office of Surface Mining (OSM). This new functionality supports the entire procurement lifecycle and builds on the core financial components that were deployed to the MMS and OSM in November 2006. This has enabled both Bureaus to retire the Advanced Budget Accounting Control and Information System (ABACIS) and MMS to retire the Interior Department Electronic Acquisition System (IDEAS), legacy systems that are no longer supported by their software vendors. FBMS users, depending on their level of access, can now log in to one place and execute transactions as part of an integrated, end-to-end requisition to check process.

The figure below shows 160 information systems and sub-systems that supported the Financial Management segment prior to completion of the Financial Management segment architecture. The information systems architecture varied in complexity by Bureau, but was far too complex even within the most efficient Bureaus. There were differences in hosting environments, hardware platforms, operations rules and underlying software development standards.

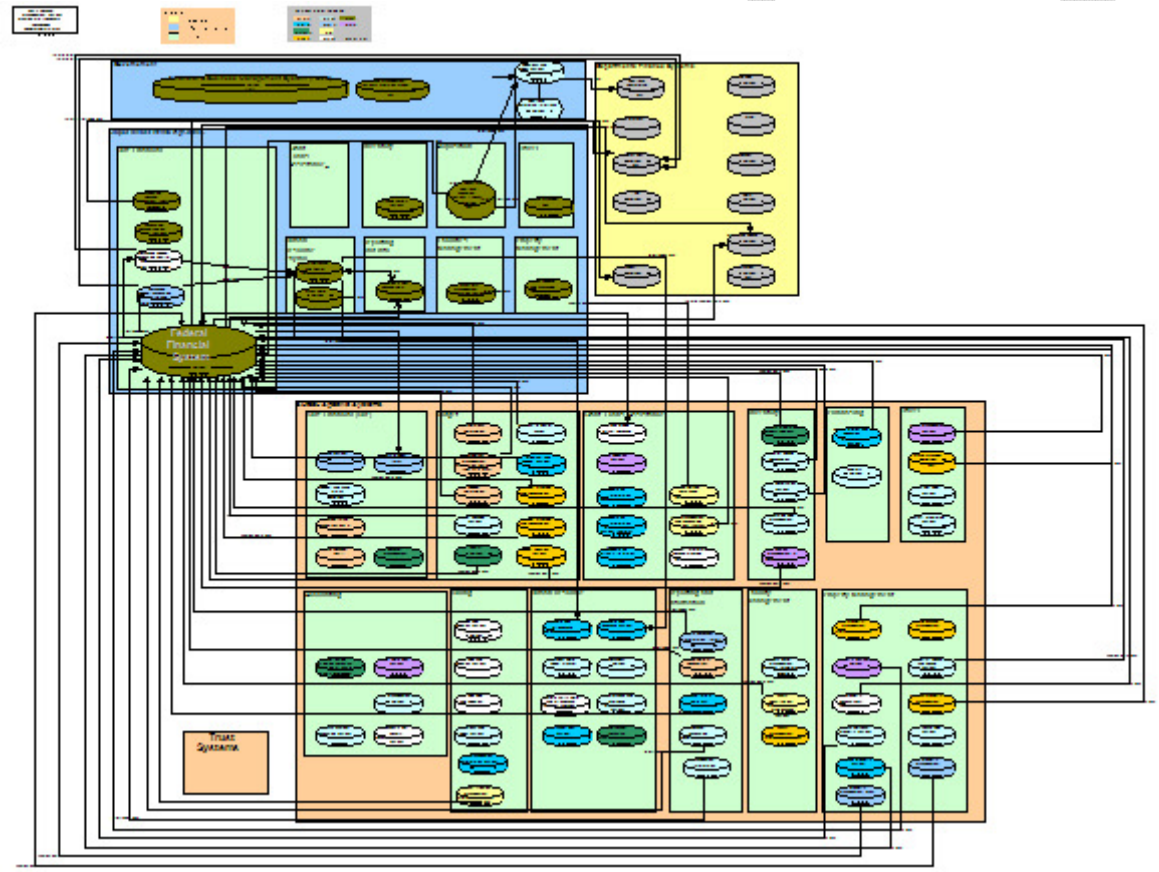

Figure 8 - Financial Management segment baseline information system architecture

The target information system architecture defined in the Financial Management segment architecture is vastly simplified. The Financial Management segment will be modernized, in large part, by the implementation of the FBMS information system. The FBMS solution provides a unified technical approach to financial information management across the Bureaus, using applications where all components have the same look and feel and information access is familiar through standardized screens and reports. The following figure shows this simplified target information system architecture.

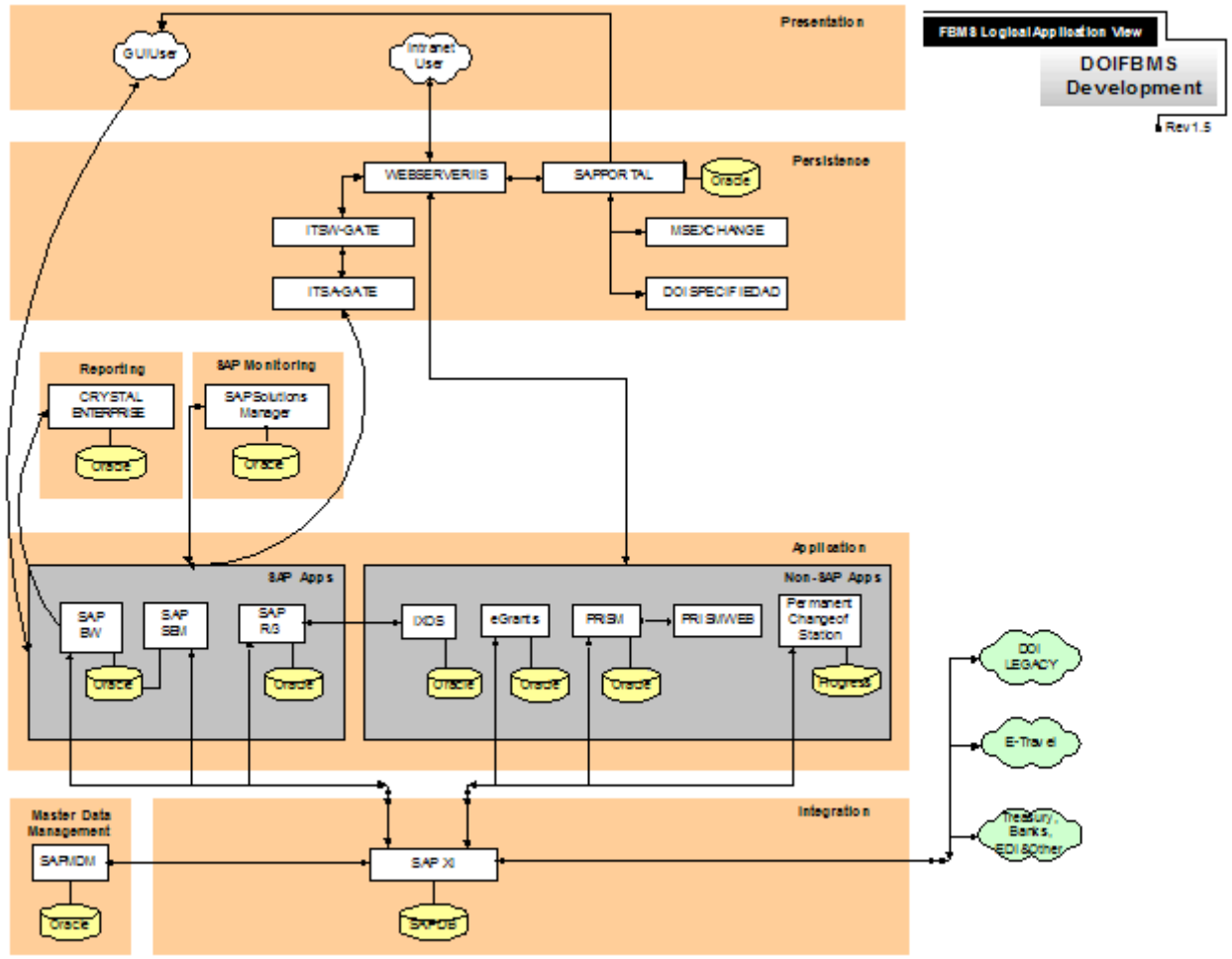

Figure 9 - Financial Management segment target information system architecture

Land Management Planning and NEPA Segment

The Land Management Planning and NEPA segment architecture recommended defining common processes for planning the use of Federal lands in compliance with the National Environmental Policy Act (NEPA), supported by common systems across the Department. Prior to completion of this segment architecture, the DOI Bureaus and Offices did not have an agreed-upon common management planning process which recognized similarities and unique differences among organizations.

The Land Management Planning and NEPA segment architecture recommendations were organized in two categories, as follows:

• **Tactical** recommendations for process improvements that can be undertaken without the need for capital planning funds. The activities conducted based on these recommendations developed trained IDT members, defined electronic surnaming methods, negotiated agreements with EPA for

electronic document submissions, and streamlined the Federal Register Notice process so that it can be accomplished within existing operational funds.

• **Strategic** recommendations requiring additional funding, including development of a searchable management planning repository, automation of comment collection and analysis, and providing planning knowledge and decision support tools and data through a planning web portal. These recommendations required expertise beyond that most likely within the planning business community.

The figure below shows an excerpt from the ETP for the Land Management Planning and NEPA segment. The tactical recommendations in the segment architecture are not reflected in the ETP, since they were either accomplished prior to FY2009 or do not otherwise require additional funding and capital planning. The Land Management Planning and NEPA segment architecture recommended establishing a steering committee to oversee implementation of the segment architecture, which is expected to be achieved by December 31, 2010. A directory of Management Planning staff is expected to be available by December 31, 2011. A new information system, the Interior Planning System, is expected to be operational by the end of FY2013, and is shown to be dependent on a milestone from the IT investment by the same name. Baseline environment, planning and other data will be available for framing land use alternatives by the end of FY2011. A single format for Land Management Planning and NEPA briefs will be established by the end of FY2012. Functionality of the Planning, Environment, and Public Comment (PEPC) system will be incorporated in the Interior Planning System; this milestone is shown to be dependent on the milestone for the Interior Planning System achieving operational status, and is thus also expected by the end of FY2013. Finally, a milestone for deploying version 2 of the ePlanning information system is shown as being completed at the end of FY2008.

Figure 10 – Land Management Planning and NEPA segment of the Enterprise Transition Plan

The Land Management Planning and NEPA segment baseline information system architecture is shown in the figure below. This figure shows the high-level services required by the land management planning business area. The diagram is separated into internal services for Bureaus below the dotted line, and external services above. The PEPC information system offers project tracking, web publishing, limited workflow and public comment collection and analysis services. Above PEPC in the diagram is the internal BLM ePlanning version 1 information system which offers customized, limited document management capabilities such as the ability for the public to comment on GIS-enabled land use planning documents.

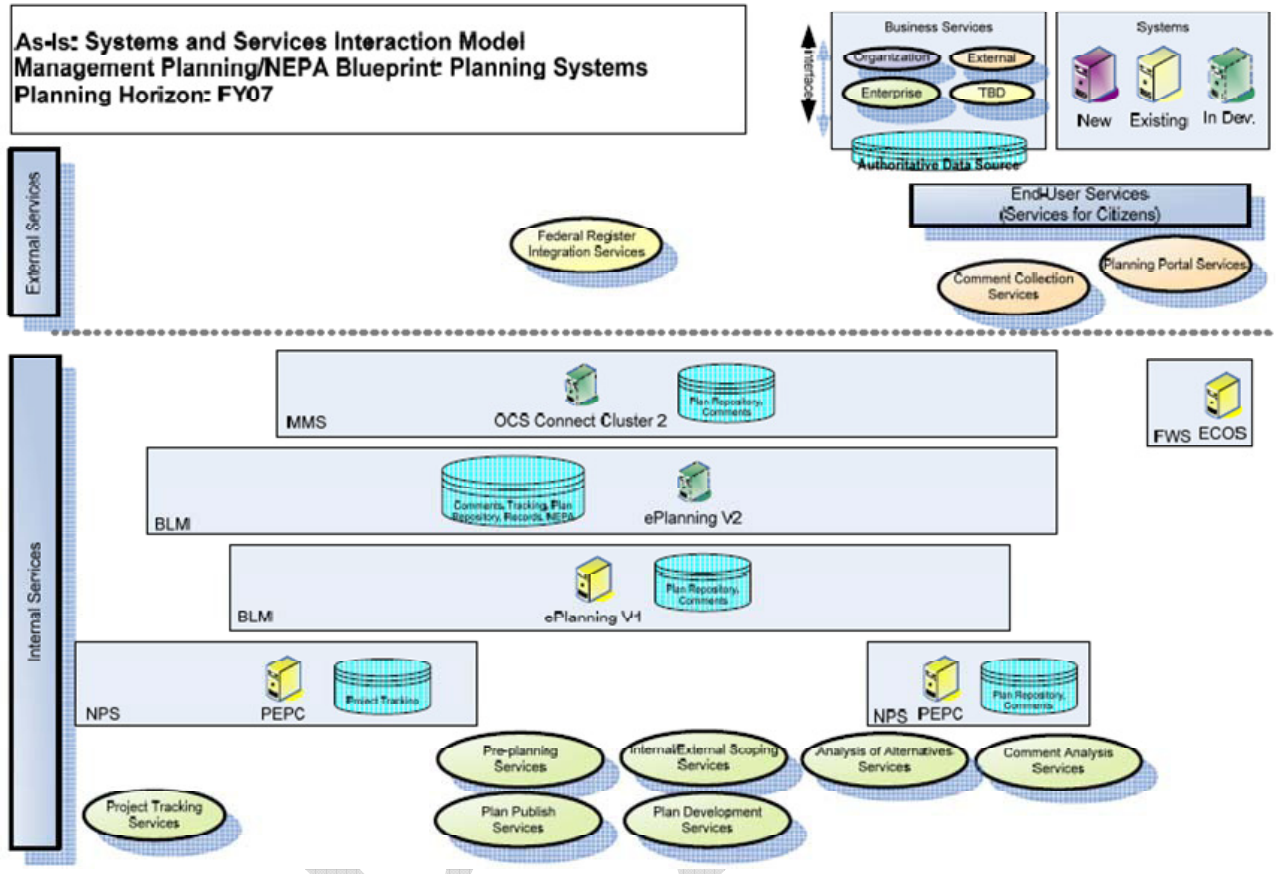

Figure 11 - Land Management Planning and NEPA segment baseline information system architecture

DOI performed a major investment, ePlanning V2, to replace high-maintenance ePlanning V1 functionality with integrated Commercial-Off-The-Shelf software. Version 2 of ePlanning offers extensive workflows to automate the planning and NEPA processes along with sophisticated publishing tools and NARA compliant records management. ePlanning V2 offers project tracking capabilities in addition to improvements and extensions to the rest of the ePlanning V1 capabilities.

Also in the diagram is the internal MMS Outer Continental Shelf (OCS) Cluster 2 information system. A major investment is currently under limited development and will offer plan development capabilities similar in scope to the ePlanning V2 capabilities. To the right of OCS Cluster 2 in the diagram is the internal FWS Environmental Conservation Online System (ECOS) planning portal, which provides FWS planners with the ability to search for existing FWS planning information that may be relevant to a new planning effort but does not offer plan development or lifecycle services such as project tracking, web publishing, workflow, document management, public comment collection and analysis or records management services. This information system is operational for FWS users and has limited public accessibility at the time of this report.

Note that no system interface relationships among the systems on the diagram are identified, as none exist.

The interim conceptual architecture is shown below. This figure is a conceptual diagram that relates existing and planned systems across the DOI to the services that they offer with relationships among the systems shown by the system interface arrows. In interim target state, two systems have been added to the diagram to fulfill the business area requirements for system automation needs and the desire by the IRB to have a departmental solution for management plan development. Those systems are the Interior Land Management Planning System (ILMPS) and the Interior Land Management Planning Portal (ILMPP). Since completion of the Land Management Planning and NEPA segment architecture, these two information systems have been combined into one investment, the Interior Planning System (IPS). Services offered by IPS are project tracking services, document management services, workflow and surnaming services, document publishing services, comment collection and analysis services, and records management services. The portal features of IPS will provide the public a single place to search for and comment upon Bureau management plans and to obtain related documents.

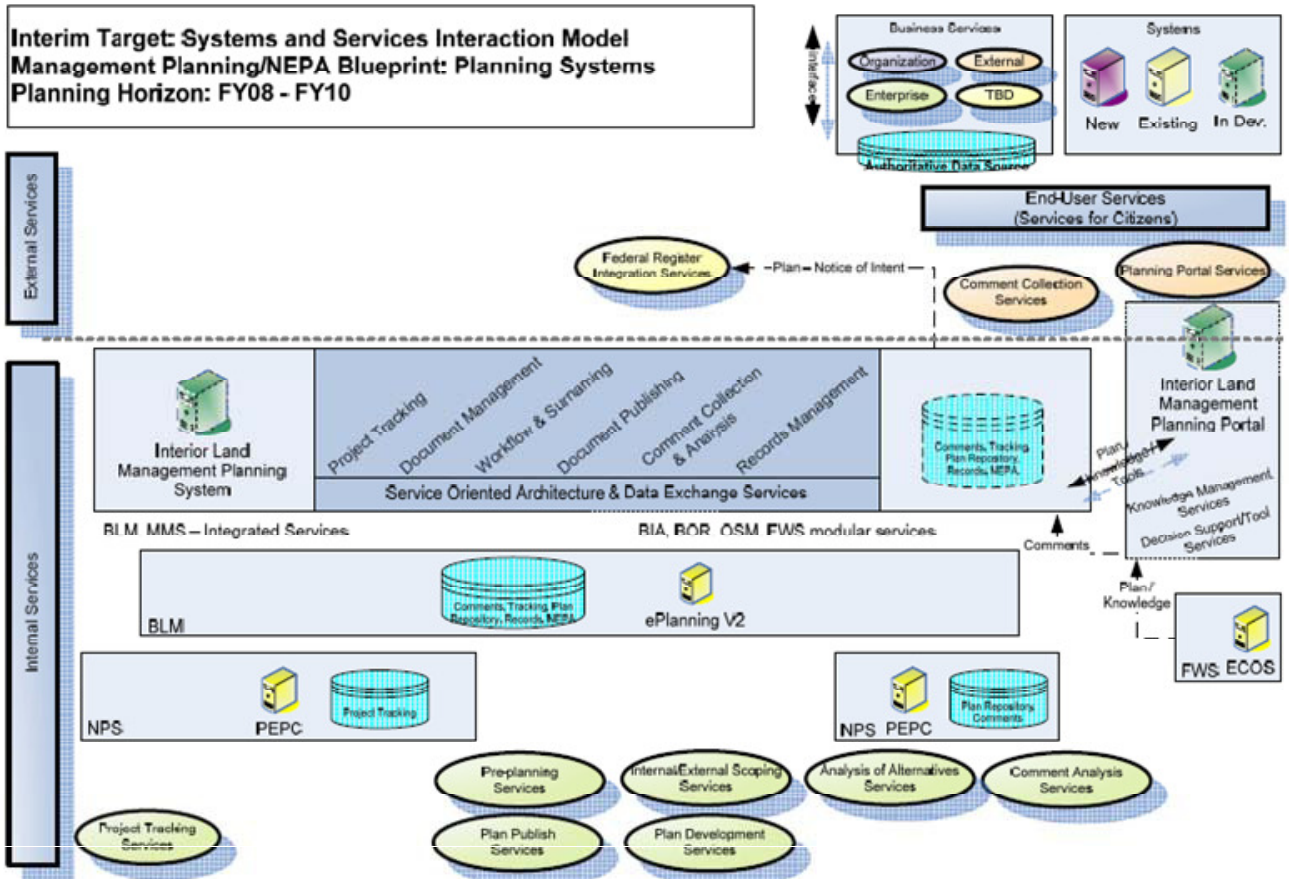

Figure 12 - Land Management Planning and NEPA interim conceptual architecture

The target conceptual architecture for the Land Management Planning and NEPA segment is shown below. This figure is a conceptual diagram that relates existing and planned systems across the DOI to

the IT services that they offer. In addition, relationships among the systems are shown with system interface arrows. The IPS information system, shown in the diagram still as ILMPS and ILMPP, has matured and achieved a production state. The separate information systems included in the interim conceptual architecture are no longer in use in the target conceptual architecture.

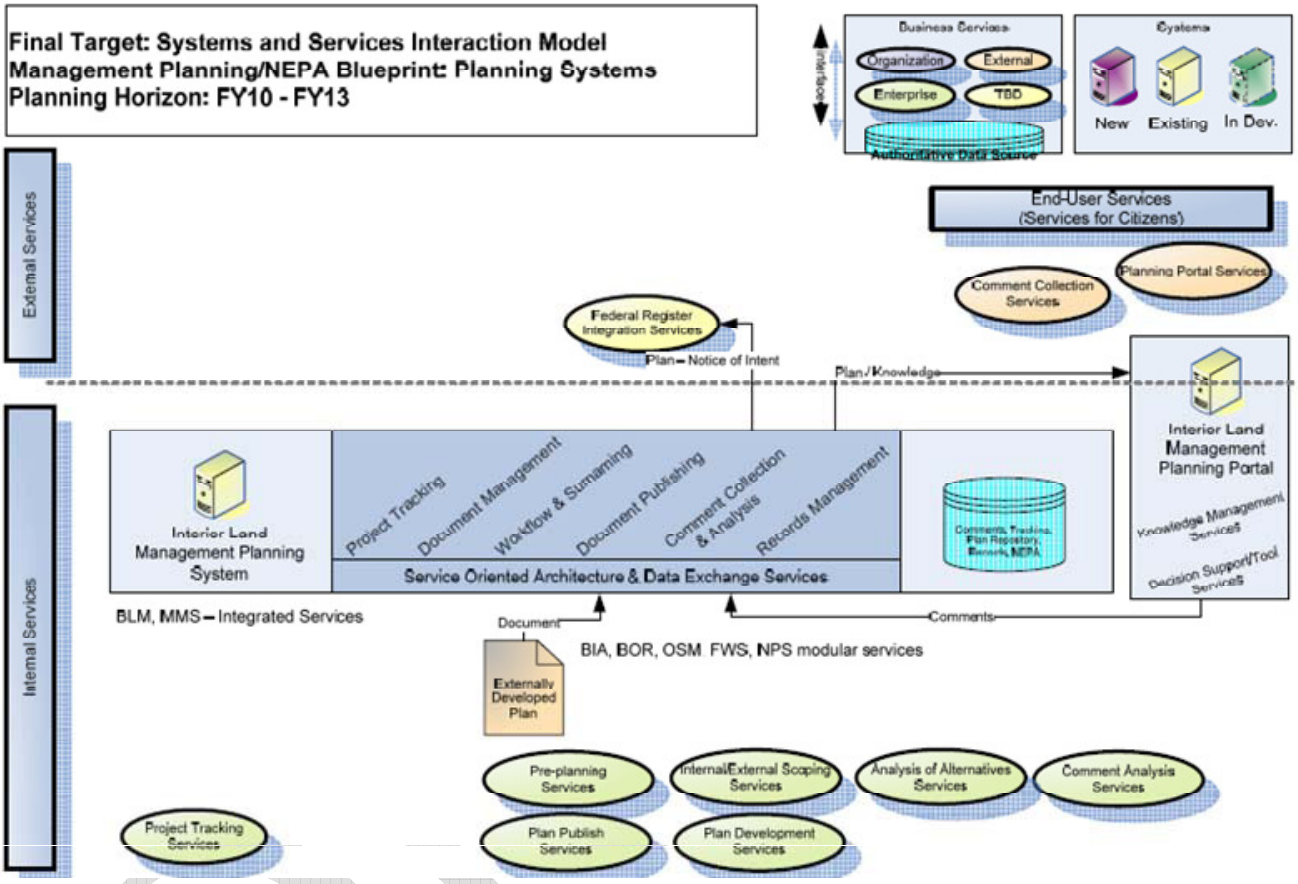

Figure 13 - Land Management Planning and NEPA target conceptual architecture

Human Resources Segment

The DOI Human Resources (HR) segment architecture is a detailed business-driven analysis of the DOI HR business area including a definition of the baseline and target architectures with an associated transition plan to move from the current to desired future state. The DOI HR segment architecture was jointly sponsored by the Interior Office of the Chief Information Officer and the Office of Human Resources. The segment architecture proactively positions DOI to implement guidance from the HR Line of Business (LOB) initiative from the Federal Transition Framework. The HR segment architecture is the first step in the creation of a business case for future investments for DOI's HR modernization.

Currently within DOI, there are on-going HR initiatives such as the Secure On-Boarding/Off-Boarding Access Management System (SOAMS), E-Authentication, Federal Entrance on Duty (EOD), and EPayroll. The DOI HR segment architecture serves as a capstone plan to ensure these initiatives are neither duplicative nor contradictory. The DOI HR segment architecture included the following recommendations that will result in tangible benefits addressing many of the issues facing the HR

business area:

- Establishes an HR information systems baseline and transition plan
- Identifies information systems that will interface or be impacted by HR LOB initiatives
- Provides a strategy to improve and maximize the delivery of HR services
- Provides recommendations for more effective use of existing infrastructure, processes and personnel
- Provides a conceptual data architecture that supports interacting with E-Gov service providers
- Identifies common HR data subject areas and is the first step in the establishment of official authoritative data source (ADS) for key HR data entities
- Invests in identification and integration of missing required capabilities to achieve HR program objectives.

Due to its strategic importance, the HR LOB was selected as a focus area within DOI and across the federal government. As with the rest of the federal government, DOI is faced with doing more with fewer people and at a lower cost. The General Accounting Office designated strategic human capital management as a government-wide high-risk area in January 2001. The HR LOB and the effective management of human capital are critical to meeting the Interior's mission objectives. It supports Departmental management initiatives by improving the government-wide strategic management of human capital, achieving or increasing operational efficiencies in the acquisition, development, implementation and operation of human resources management systems and achieving or increasing cost savings or cost avoidance from human resource solutions.

The figure below shows an excerpt from the ETP for the Human Resources segment. Some recommendations from the Human Resources segment architecture were completed prior to FY2009 so they are not shown on the ETP. A milestone from the segment architecture, implementation of Electronic HR Integration (EHRI) and electronic Official Personnel Folder (eOPF) throughout DOI, is shown on the ETP to depend on activities in an IT investment for those applications. Another milestone from the segment architecture for retiring redundant HR information systems and subsystems is shown with a deadline of the end of FY2014. No IT investments to realize this segment architecture milestone have been approved for Budget Year 2010.

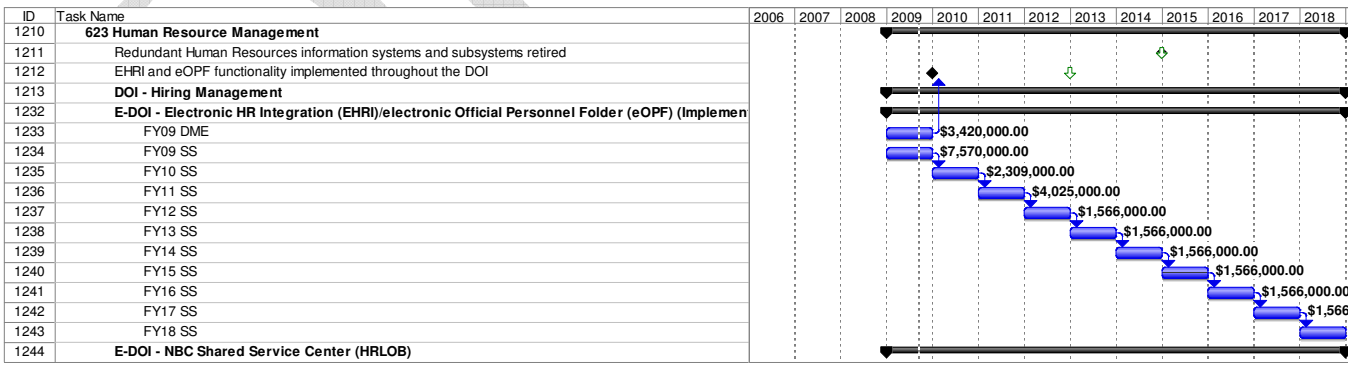

Figure 14 - Human Resources segment of the Enterprise Transition Plan

As part of the HR segment architecture, a detailed information system survey was conducted. The following figure is the DOI HR LOB baseline information system architecture, based on the results of that detailed information systems survey and system owner interviews.

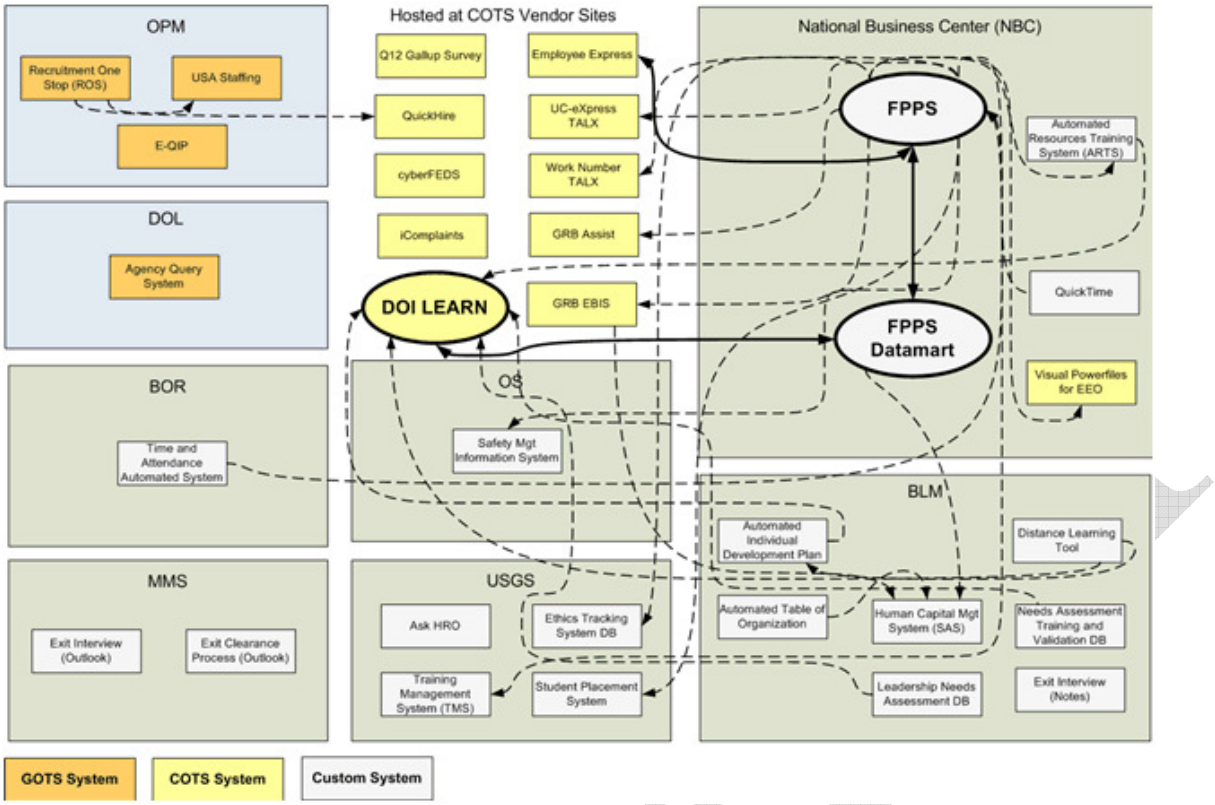

Figure 15 - Human Resources segment baseline information systems architecture

The diagram shows DOI HR segment consists of stove-piped systems with limited information exchanges between information systems. (Staff acquisition and compensation management are notable exceptions.) There are a total of 36 individual information systems identified in the baseline HR segment, including a significant number of custom solutions created by the Bureaus. Nearly all these applications maintain their own password/IDs. Nearly half of the systems supporting the HR segment were found to be leased applications or services. Few of these external applications or services have published data models, hampering information exchanges. Nearly all applications maintain their own separate and partially redundant data stores. Most of the HR applications are web-client applications. Though few of the applications were found to have redundant functionality within the Bureau where they were used, there is significant functional redundancy when the applications are viewed at the enterprise level.

The target conceptual architecture is shown in the figure below. The target architecture achieves a significant portion of the stakeholder's vision for the future of the DOI HR LOB and supports a shared services model for delivery of HR services. This target architecture should not, however, be viewed as an end-state. Additional investments will be necessary to migrate all HR functionality to the portal. Achievement of this target state is predicated upon the creation of a business case for the DOI HR Portal and subsequent funding of the requested initiatives. The systems highlighted with green marks are simply systems which would be considered for retirement and replaced by equivalent functionality in the DOI HR Portal.

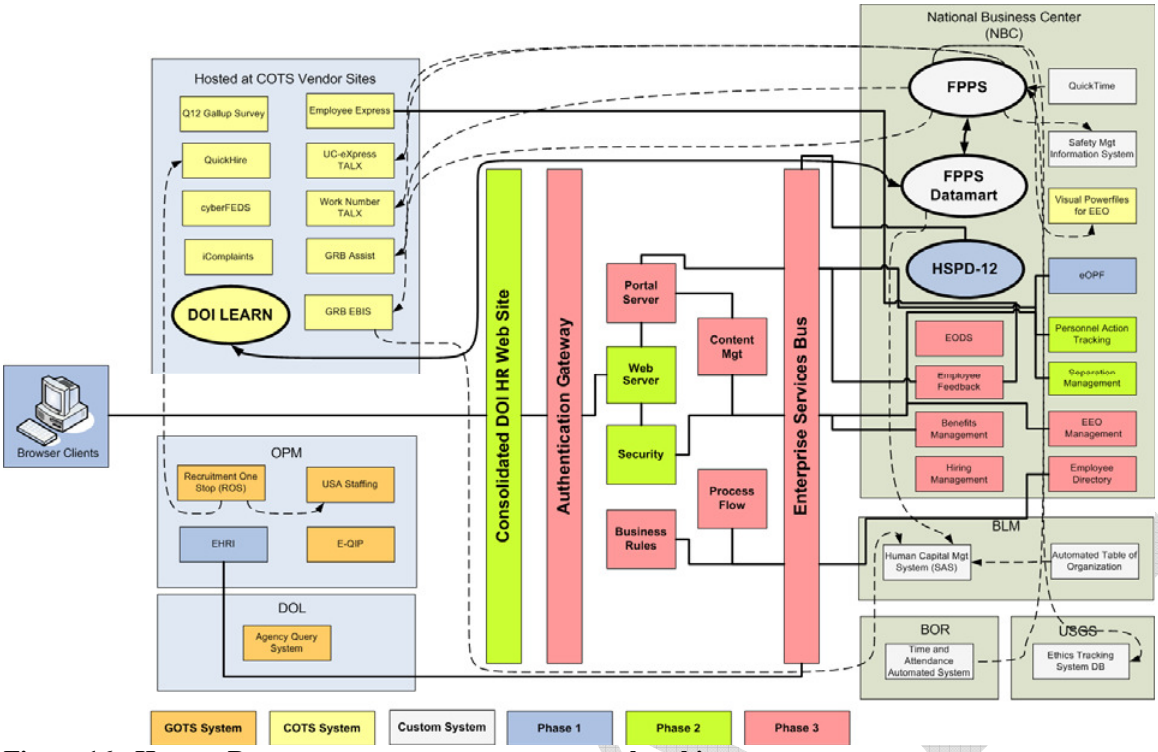

Figure 16 - Human Resource segment target conceptual architecture

Geospatial Segment

The recommendations in the DOI Geospatial segment architecture focused on creating a strategic shift in the delivery of DOI's future geospatial data and services. These recommendations provide the foundation for a sustainable migration to a service delivery model to improve DOI's business efficiency. The migration approach optimizes and standardizes geospatial programs, systems, and data assets to achieve an integrated "enterprise services" model. This new model will be underpinned by an improved governance approach and coordinated enterprise planning and investment strategy. The DOI approach is aligned with the concepts and principles of the Geospatial Line of Business (GeoLoB) Federal Transition Framework initiative, of which DOI is the Managing Partner.

The Geospatial segment architecture optimization and standardization recommendations include the designation of a set of reliable, managed repositories of standardized geospatial information and the creation of a set of supporting data and map services to deliver the information. The repositories are referred to as "Authoritative Data Sources" (ADSs). Enterprise shareable services are defined for each ADS to provide maps, data and data exchange services for consumers.

The Geospatial segment architecture also recommends establishing effective governance to facilitate the optimization of business planning requirements, to reduce the risks of unnecessary expenditures, and to improve the management of service level agreements (SLAs), enterprise licensing agreements (ELAs), data exchange agreements and optimization of IT investment requirements.

To further DOI's information sharing and interoperability goals, a department-wide Data Quality initiative was launched to assess and certify officially designated Authoritative Data Sources (ADS). This initiative began with an ADS pilot as a Departmental priority in 2007. The pilot, conducted as part of

developing the Geospatial segment architecture, focused on the Cadastre and Federal Land Ownership data themes. The intent is to consolidate common data sets into officially designated Authoritative Data Sources that support enterprise business requirements and are managed as departmental information assets.

DOI's ADS process is classified into a three-phased workflow, as follows:

1. Blueprint ADS Candidate Designation Phase during which Department requirements are established for an ADS, and data sources are analyzed and selected as candidates.

2. ADS Acceptance Phase that enables the “owning” organization to plan for the responsibilities of an ADS and ultimately gain management approval.

3. Implementation and Maintenance Phase to establish and execute detailed plans of an ADS that serves information to meet enterprise business requirements and performance metrics.

The Geospatial ADS pilot is currently in the second phase of the DOI ADS workflow. The 'owning' organizations of the identified data sources are drafting transition plans to ensure the responsibilities of managing departmental resources are adequately met and funded. Experience from the pilot informed the creation of the Departmental policy for the designation, maintenance and use of Authoritative Data Sources (ADS).

The culmination of this Data Quality initiative within the Geospatial segment is shown as a single milestone on the ETP. This milestone, for the final establishment of all Geospatial Authoritative Data Sources, is shown to depend on activities in the Geospatial Line of Business IT investment in the following excerpt of the ETP.

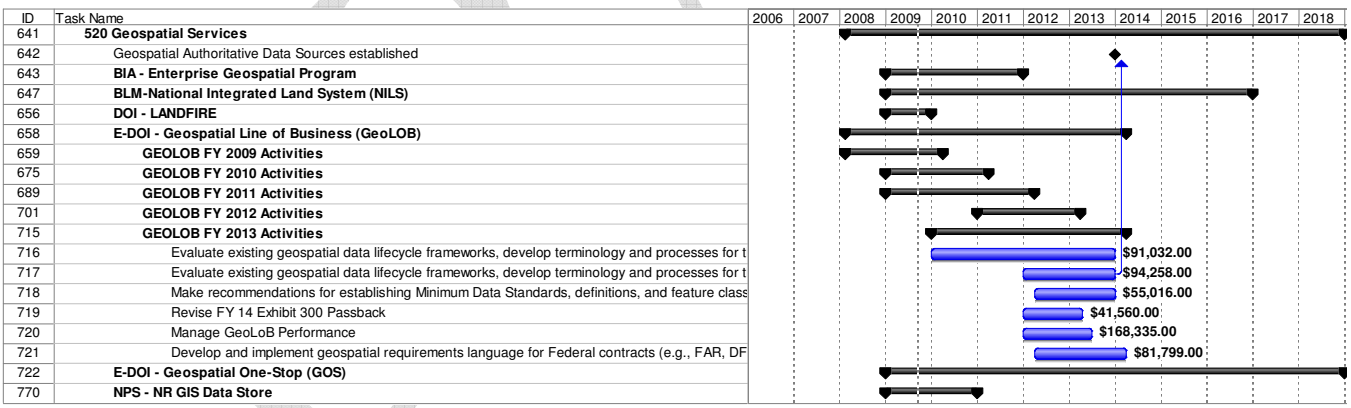

Figure 17 - Geospatial segment of the Enterprise Transition Plan

The Geospatial baseline conceptual model is shown in the following figure. In the baseline environment, potentially reusable data assets are collected, processed, and stored in many locations with limited knowledge of their comparative quality or availability. This information is difficult to discover, obtain, and make available to a broader set of stakeholders in a repeatable or simple cost-effective fashion. The baseline operational model creates access barriers to the greater pool of DOI users while

simultaneously introducing data quality risks. Furthermore, the fragmentation of uncertified data creates a very complex and expensive path to develop shareable enterprise geospatial services.

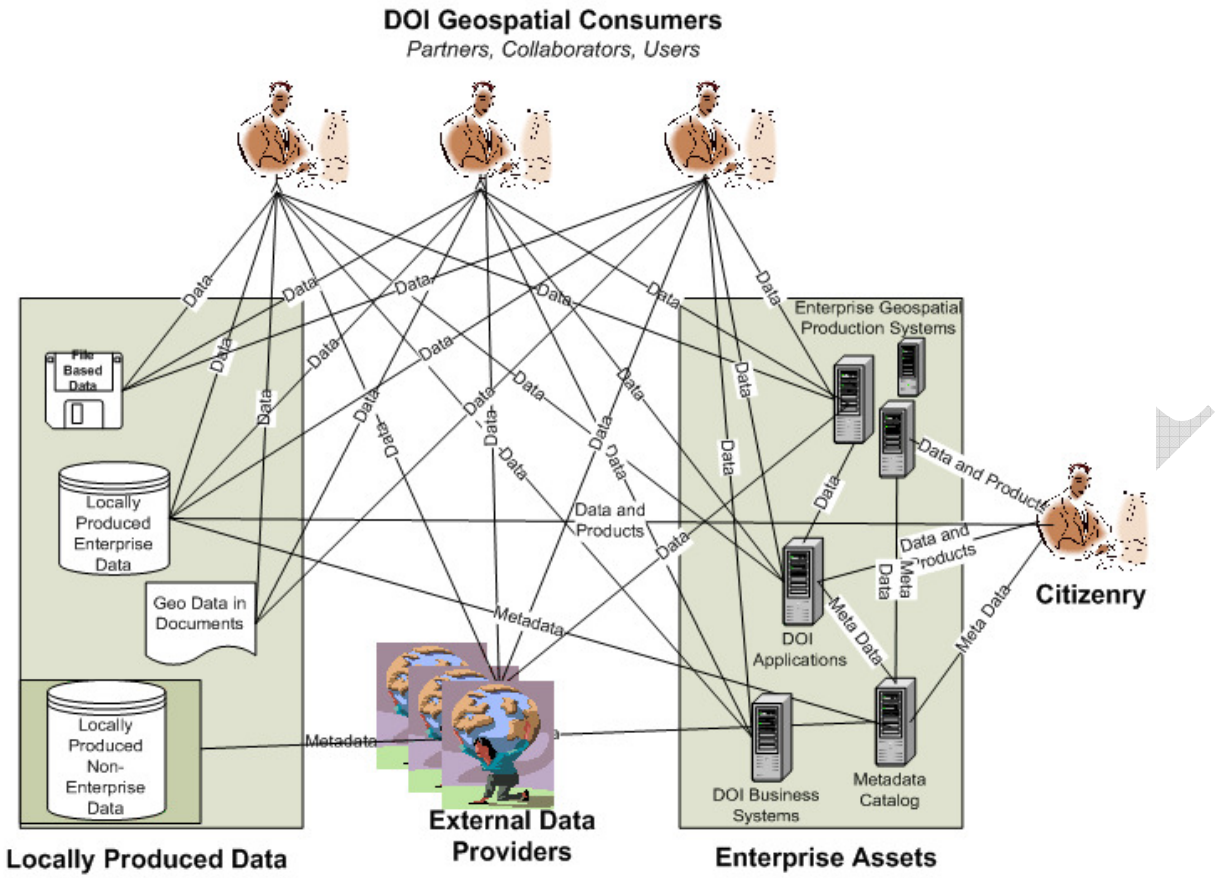

Figure 18 - Geospatial segment baseline conceptual model

The Geospatial target service delivery model is shown in the figure below. A Data Steward is assigned to oversee the quality and clarity of content for each Authoritative Data Source. The Data Steward ensures the data in the ADS meets established data quality standards and is adequately defined through metadata. This approach improves confidence in the supplied data for data consumers. Data in an ADS is made available through online services.

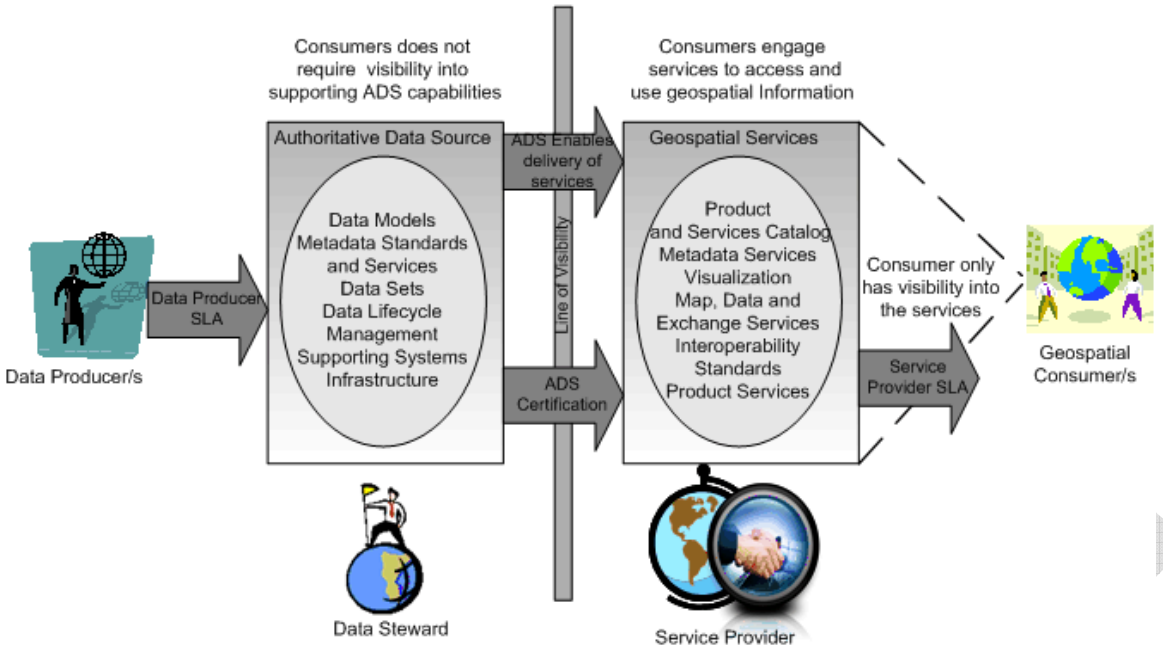

Figure 19 - Geospatial segment target service delivery model

Indian Trust Segment

Architectural modeling and analysis in the Indian Trust segment started as early as 2003 but was not compiled into a segment architecture until FY2009. Previous work products of Indian Trust business and information technology analysis include the "As-Is" Trust Business Model Report and Comprehensive Trust Management Plan produced in FY2003 and the Fiduciary Trust Model produced in FY2004. These earlier work products provided a comprehensive overview of how Indian Trust business operations were currently performed and region or agency variances. The Comprehensive Trust Management Plan defined a strategic plan for the Indian Trust segment and the Fiduciary Trust Model defined a set of target business processes.

The Indian Trust segment architecture built upon these earlier efforts to address modernization of the Indian Trust segment and the services it provides to Trust Beneficiaries. The process of reengineering or redesigning fiduciary Trust business processes resulted in more efficient, integrated and Beneficiary-centric Trust processes.

The driving theme of the Indian Trust segment architecture was to improve the services Beneficiaries receive and how these services are performed, by continuing to:

- Build upon the existing Trust Beneficiary-centric operations.
- Streamline seamless business processes, where applicable.
- Improve organizational performance.
- Expand the use of accountable and performance-based approaches.
- Promote system modernization and integration.
- Complete the migration and integration of Trust systems.

- Automatically track and account for Trust funds from collection of receipts through disbursements and reporting to Trust Beneficiaries.
- Operate with standardized procedures which allow the consistent execution of fiduciary responsibilities nationwide.
- Build partnerships with Trust Beneficiaries by engaging them in the management and use of their Trust assets and providing them with comprehensive reporting of those assets.

An excerpt from the ETP for the Indian Trust segment is shown in the figure below. Since this segment architecture is the most recently completed at DOI, the ETP still shows a milestone for completing the segment architecture. Additionally, the ETP shows a milestone for completing reconnection of Indian Trust Bureaus to the Internet and DOI Wide Area Network (WAN). Previously, DOI had disconnected the Indian Trust Bureaus from the Internet and DOI WAN, to address information security concerns. Reconnecting these Bureaus to the Internet enabled achieving the segment architecture milestone of providing a Beneficiary Relationship Management portal, so the ETP shows that segment architecture milestone as dependent on the reconnection milestone. Other milestones from the Indian Trust segment architecture include retiring the DOCSTAR information system, implementing land and parcel visualization capabilities and the availability of Enterprise Resource Planning, Workflow, Customer Relationship Management and Knowledge Management tools. None of these segment architecture milestones relate to IT investment activities, yet, since the segment architecture was not approved in time to influence the Budget Year 2010 IT investments.

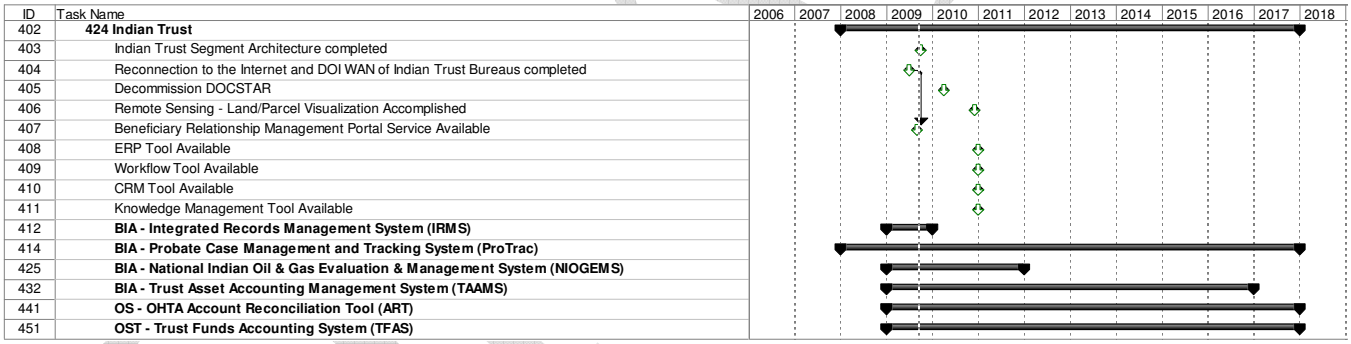

Figure 20 - Indian Trust segment of the Enterprise Transition Plan

The following figure shows the baseline information system architecture for the Indian Trust segment. The baseline architecture contained a number of stand alone information systems, with either no data exchanges or interfaces to other information systems or non-automated data exchanges. The Indian Trust segment architecture also found many of these information systems were functionally redundant, both across the Bureaus and internally within a Bureau. Some redundant information systems were used exclusively by personnel in a single geographic region.

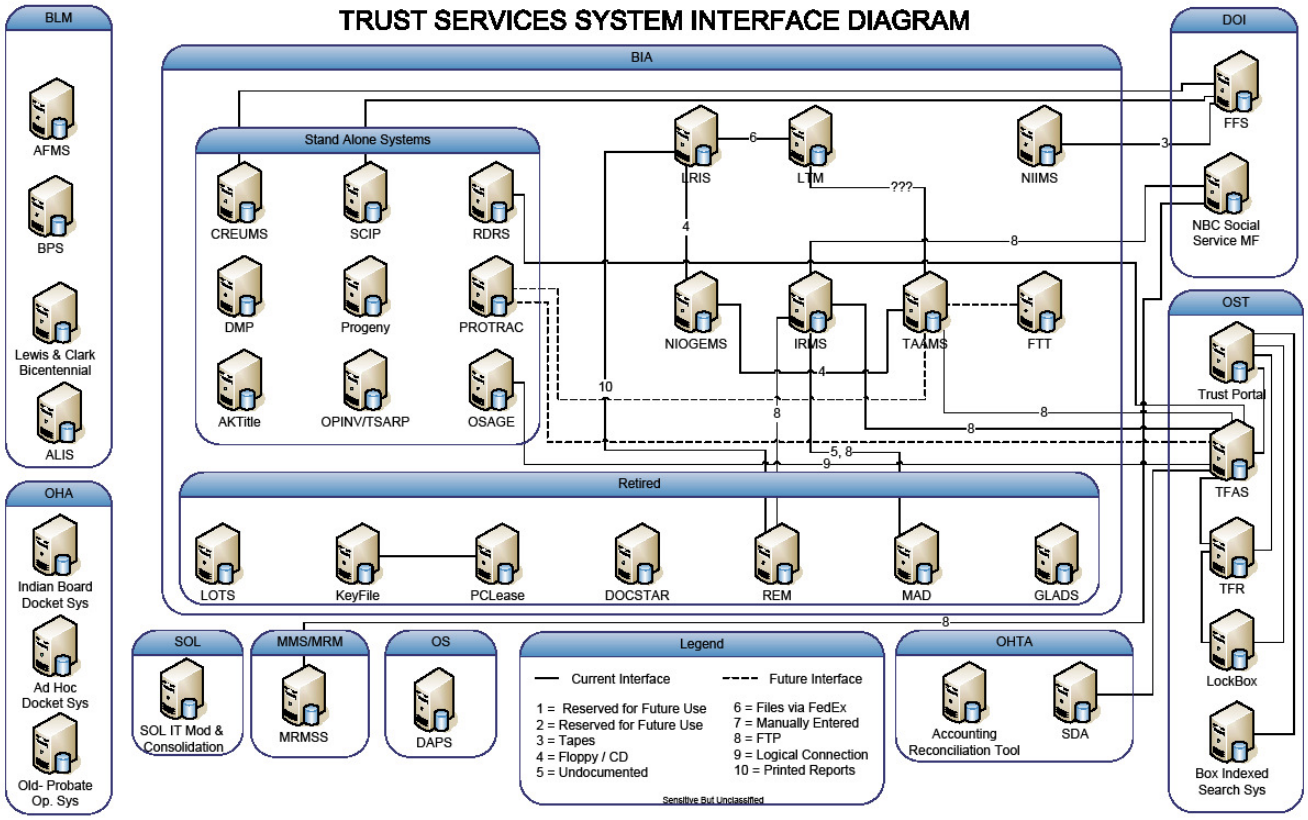

Figure 21 - Indian Trust segment baseline information system architecture

The target conceptual architecture for the Indian Trust segment is shown in the following figure. In the target environment, the number of information systems is dramatically reduced and new capabilities such as Customer Relationship Management are provided. Notably, the target environment also provides Indian Trust services directly to Beneficiaries through the Trust Portal.

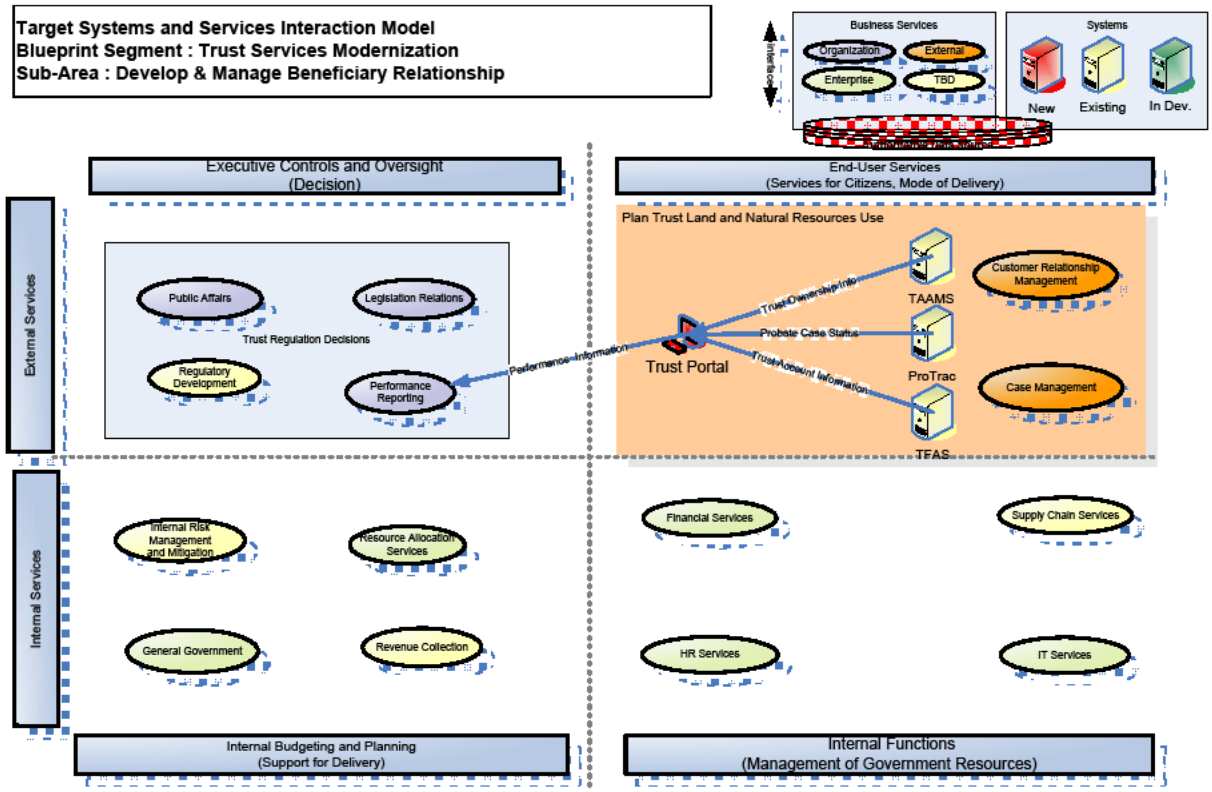

Figure 22 - Indian Trust segment target conceptual architecture

Part II: In-Progress Segment Architectures

At the time of this document's writing, there are three segment architecture under development. The business and service areas being studied are of high priority to the overall DOI missions. These new segment architectures are intended to continue adding to the overall DOI Enterprise Architecture.

The following segments are being analyzed to develop target architectures and segment transition plans:

- Information and Technology
- Water Delivery
- Wildland Fire

The Information and Technology segment architecture primarily addresses IT Infrastructure services across DOI. This segment architecture is influenced by results of the IT Infrastructure Line of Business Federal Transition Framework initiative; data calls conducted for that initiatives highlighted IT infrastructure service improvement opportunities for DOI. The Information and Technology segment architecture is also recommending changes to how DOI governs IT investments and Information Resources Management.

The Information and Technology segment architecture is expected to be completed in three phases, corresponding to the three Infrastructure Areas defined by the IT Infrastructure Line of Business. The ETP shows in the Information and Technology segment the first phase of this segment architecture is

expected to be completed by the end of FY2009, the second phase will be completed by the end of Q1 FY2009 and the third phase will be completed by the end of Q2 FY2010.

The Water Delivery segment architecture is an inter-Bureau study focused on reducing safety risks for dams. The study is being led by the Bureau of Reclamation (BOR). The Water Delivery segment in the ETP shows a milestone for completing this segment architecture by the end of FY2009.

The Wildland Fire segment architecture was previously completed internally at DOI but has been reclassified as an in-progress segment architecture to reflect the cross-Agency effort between DOI and USDA to define a common target architecture and transition plan for the Wildland Fire segment. The ETP shows a milestone for completing this revised segment architecture by the end of FY2010.

Part III: Enterprise Activities

The Information and Technology segment within the ETP contains additional milestones for Department-wide activities. That segment in the ETP includes milestones for publishing a Data Quality Guide and an Authoritative Data Source policy. Both with deadlines of the end of Q2 FY2009. Also with a deadline of the end Q2 FY2009 is a milestone for publishing a System Decommissioning Guide. These milestones were met ahead of the deadline.

The Data Quality Guide and Authoritative Data Source policy support establishing trusted, reliable data sources with well-understood structure, content and context. These milestones are related to the pilot conducted in development of the Geospatial segment architecture, expanding the approach across the entire Department.

The System Decommissioning Guide clarifies expectations for retiring an information system. This guide explains what activities need to be performed to properly migrate or archive data from an information system, how to dispose of or reuse the information technology and how to properly record costs to facilitate calculating benefits of modernization activities and total cost of ownership.

A strategy for reusing services is also outlined in milestones within the Information and Technology segment in the ETP. DOI will develop a Service Directory and make this directory available by the end of FY2010. This directory will list what reusable services are provided by DOI information systems, what reusable services are available from other organizations, both Government and commercial, and what services are under development. This Service Directory will also be incorporated in the DOI Enterprise Architecture Repository to track which information systems are using which services.

The ETP also contains milestones for incorporating reuse in the processes for Enterprise Architecture and Capital Planning and the Integrated Baseline Review process for projects. Incorporating reuse in these processes will leverage the Service Directory. The Enterprise Architecture process will include explicit guidance to reference the Service Directory when developing target architectures, with a deadline of the end of FY2010 specified in the ETP. The Capital Planning and Integrated Baseline Review processes will also be modified to assess how well IT investment proposals reuse services identified in the Service Directory.

The ETP also contains milestones in the Information and Technology segment for activities related to the adoption of IPv6. All of these milestones with deadlines prior to the date of this document were achieved by their specified deadlines.

Part IV: Performance Architecture

An enterprise view of measurement indicators for the completed Segment Architectures at DOI is presented below. Strategic goals are decomposed into Outcome, Output and Input measurement categories, then further decomposed into the measurement indicators in each category. For each measurement indicator listed, the corresponding Segment Architecture and list of IT investments in which the measurement indicator is used are identified.

Performance targets for these measurement indicators are identified in the corresponding IT investment Exhibit 300 and Enterprise Architecture Segment Report. The performance targets are not reprinted here.

Strategic Goal 1

Advance Quality Communities for tribes and Alaska Natives.

Outcome Measurement Indicators

- Number of payouts to beneficiaries per year.
  - Segment Architecture: Indian Trust
    - IT Investment: BIA - Integrated Records Management System (IRMS)
- Number of beneficiaries added per year
  - Segment Architecture: Indian Trust
    - IT Investment: BIA - Integrated Records Management System (IRMS)

Output Measurement Indicators

- Quantity of errors in the IRMS data transmission to OST.
  - Segment Architecture: Indian Trust
    - IT Investment: BIA - Integrated Records Management System (IRMS)

Input Measurement Indicators

- Number of outages per year during business hours.
  - Segment Architecture: Indian Trust
    - IT Investment: BIA - Integrated Records Management System (IRMS)

Strategic Goal 2

Deliver Water Consistent with Applicable State and Federal Law in an environmentally Responsible and Cost-Efficient Manner.

Outcome Measurement Indicators

- Based on NIIMS project users, the actual performance is consistent with user or customer expectations.

    - Segment Architecture: Financial Management
        - IT Investment: BIA - Modernization of Irrigation Information Management System (MIIMS)
- Forward unpaid past due debt to the US Treasury in accordance with the Debt Collection Improvement Act (DCIA) and its supplemental regulations.
    - Segment Architecture: Financial Management
        - IT Investment: BIA - Modernization of Irrigation Information Management System (MIIMS)

Output Measurement Indicators

- Generate and mail demand letters for past due irrigation O&M bills no later than 60 days after the original billing date.
    - Segment Architecture: Financial Management
        - IT Investment: BIA - Modernization of Irrigation Information Management System (MIIMS)
- Generate and mail irrigation O&M bills on, or prior to, the scheduled billing date.
    - Segment Architecture: Financial Management
        - IT Investment: BIA - Modernization of Irrigation Information Management System (MIIMS)

Input Measurement Indicators

- Availability of the application to accept and process transactions during business hours.
    - Segment Architecture: Financial Management
        - IT Investment: BIA - Modernization of Irrigation Information Management System (MIIMS)

Strategic Goal 3

Increase Economic Self-Sufficiency of Insular Areas.

Outcome Measurement Indicators

- Percent of estates closed (in the Probate Program)
    - Segment Architecture: Indian Trust
        - IT Investment: BIA - Probate Case Management and Tracking System (ProTrac)
- Percent of eligible trust land acres that are under lease for agricultural use. (Explanation: Measurement of improved economic condition.)
    - Segment Architecture: Indian Trust
        - IT Investment: BIA - Probate Case Management and Tracking System (ProTrac)
- Percent of title encumbrances requested during the reporting year that are completed by the end of the reporting year. (Realty Program)
    - Segment Architecture: Indian Trust
        - IT Investment: BIA - Probate Case Management and Tracking System (ProTrac)

Output Measurement Indicators

- Percent of backlog cases closed during the year (Probate Program).
  - Segment Architecture: Indian Trust
    - IT Investment: BIA - Probate Case Management and Tracking System (ProTrac)

Input Measurement Indicators

- Number of outages per year during business hours.
  - Segment Architecture: Indian Trust
    - IT Investment: BIA - Probate Case Management and Tracking System (ProTrac)

Strategic Goal 4

Fulfill Indian Fiduciary Trust Responsibilities.

Outcome Measurement Indicators

- Accurately account for all ownership and disbursements
  - Segment Architecture: Indian Trust
    - IT Investment: BIA - Integrated Records Management System (IRMS)
- The time required to produce and issue a certified title.
  - Segment Architecture: Indian Trust
    - IT Investment: BIA - Trust Asset Accounting Management System (TAAMS)
- Number of beneficiaries served per year.
  - Segment Architecture: Indian Trust
    - IT Investment: BIA - Trust Asset Accounting Management System (TAAMS)

Output Measurement Indicators

- Time required to record a probate conveyance document.
  - Segment Architecture: Indian Trust
    - IT Investment: BIA - Trust Asset Accounting Management System (TAAMS)
- IRMS data successfully transmitted to OST
  - Segment Architecture: Indian Trust
    - IT Investment: BIA - Integrated Records Management System (IRMS)

Input Measurement Indicators

- Number of outages per year during business hours.
  - Segment Architecture: Indian Trust
    - IT Investment: BIA - Trust Asset Accounting Management System (TAAMS)

Strategic Goal 5

Advance Modernization/ Integration.

Outcome Measurement Indicators

- Percent of satisfied end-users within six months after Go-Live out of total pool of planned end-users. Survey will contain at least 5 items, and percent will be earned in 11% units by each bureau reporting a mean score of 3.0 or higher.
    - Segment Architecture: Financial Management
        - IT Investment: DOI - Financial and Business Management System (FBMS)
- Percent of satisfied customers obtained by survey
    - Segment Architecture: Financial Management
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- Payroll staff available Monday through Friday, 6am-4pm Mountain Time (MT); excluding Federal Holidays
    - Segment Architecture: Financial Management
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- Payroll disbursements are made on or before the scheduled process date.
    - Segment Architecture: Financial Management
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- Number of automated information exchanges between bureaus, agencies, and agency units.
    - Segment Architecture: Law Enforcement
        - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)
- Next Generation System Transition
    - Segment Architecture: Financial Management
        - IT Investment: DOI - Interior Department Electronic Acquisition System (IDEAS)
- MMS - Number of payments by EFT divided by total number of vendor payments. Number of miscellaneous payments by EFT divided by total number of miscellaneous payments
    - Segment Architecture: Financial Management
        - IT Investment: DOI - Advanced Budget/Accounting Control and Information System (ABACIS) (GovWorks)
- Interface Operable
    - Segment Architecture: Financial Management
        - IT Investment: DOI - Interior Department Electronic Acquisition System (IDEAS)
- Help desk calls from NBC employees are returned within 2 hours
    - Segment Architecture: Human Resources
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- Help desk calls from clients are returned within 4 hours
    - Segment Architecture: Human Resources
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)

- FPPS Production system is available to clients Mon-Fri, 5am-6pm, Sat 5am-3pm (MT); excludes Federal holidays, payroll processing times, or regularly schedule outages. Additional hours upon request for special circumstances
    - Segment Architecture: Human Resources
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- FPPS external reports/interfaces are completed by the scheduled due date
    - Segment Architecture: Human Resources
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- Federal pay and personnel regulatory requirements are implemented on or before the scheduled effective date
    - Segment Architecture: Human Resources
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- Ensure system updates and effective operational capability
    - Segment Architecture: Indian Trust
        - IT Investment: OST - Trust Funds Accounting System (TFAS)
- Employees' issues are resolved within 24 hours
    - Segment Architecture: Human Resources
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- Employee benefit update files are transmitted to external benefits providers within established timeframes. Includes Long Term Care, Flexible spending Accounts, Dental/Vision Benefits, and Federal Employee Health Benefit files.
    - Segment Architecture: Human Resources
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- Employee and end-user help desks are available to the client Mounday through Friday, 6am-5:30pm MT; excluding Federal holidays. Interactive Voice Response for common employee issues is available 24x7.
    - Segment Architecture: Human Resources
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- Decreased number of Help Desk Support Calls
    - Segment Architecture: Financial Management
        - IT Investment: DOI - Interior Department Electronic Acquisition System (IDEAS)
- Clients' issues are resolved within 48 hours
    - Segment Architecture: Human Resources
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- Achievement of Certification and Accreditation of the FBMS solution in accordance with OMB Circular A-130, Appendix III; Security of Federal Automated Information Resources; and DOI Certification and Accreditation Program.
    - Segment Architecture: Financial Management
        - IT Investment: DOI - Financial and Business Management System (FBMS)
- Achievement of Certification and Accreditation of the ABACIS in accordance with OMB Circular A-130, Appendix III "Security of Federal Automated Information Resources" and the DOI Certification and Accreditation Program

    - Segment Architecture: Financial Management
        - IT Investment: DOI - Advanced Budget/Accounting Control and Information System (ABACIS) (GovWorks)
- 100% to ensure effective operational capability
    - Segment Architecture: Indian Trust
        - IT Investment: OST - Trust Funds Accounting System (TFAS)
- 100% of statements stored electronically for all other accountholders
    - Segment Architecture: Indian Trust
        - IT Investment: OST - Trust Funds Accounting System (TFAS)
- % of ePlanning public users satisfied with online review and comment capability.
    - Segment Architecture: Land Management Planning and NEPA
        - IT Investment: BLM-IT Support for Resources and Mineral Land Use Planning (ePlanning)
- % improvement of services delivered.
    - Segment Architecture: Law Enforcement
        - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)
- % of IPS public users satisfied with online review and comment capability.
    - Segment Architecture: Land Management Planning and NEPA
        - IT Investment: OS - Interior Planning System (IPS)
- % of ePlanning public users satisfied with online review and comment capability.
    - Segment Architecture: Land Management Planning and NEPA
        - IT Investment: BLM-IT Support for Resources and Mineral Land Use Planning (ePlanning)

Output Measurement Indicators

- Procurement Automation
    - Segment Architecture: Financial Management
        - IT Investment: DOI - Interior Department Electronic Acquisition System (IDEAS)
    - percent reduction in time to produce standard reports: 1 Trial balances by Fund at Standard General Ledger Account Level, 2 SF-133 Report on Budget Execution and Budgetary Resources, and 3 SF-224 Statement of Transactions
        - Segment Architecture: Financial Management
            - IT Investment: DOI - Financial and Business Management System (FBMS)
    - Payroll disbursements are made accurately
        - Segment Architecture: Human Resources
            - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
    - Payment timeliness: Percent of invoices subject to Prompt Payment Act that are paid on time
        - Segment Architecture: Financial Management

- IT Investment: DOI - Advanced Budget/Accounting Control and Information System (ABACIS) (GovWorks)
- Number of Disparate DOI Standard Law Enforcement Incident Reporting Forms
  - Segment Architecture: Law Enforcement
    - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)
- Less system errors
  - Segment Architecture: Financial Management
    - IT Investment: DOI - Interior Department Electronic Acquisition System (IDEAS)
- Land Use Planning teams using ePlanning will be able to complete the process more efficiently.
  - Segment Architecture: Land Management Planning and NEPA
    - IT Investment: BLM-IT Support for Resources and Mineral Land Use Planning (ePlanning)
- Interoperability
  - Segment Architecture: Financial Management
    - IT Investment: DOI - Interior Department Electronic Acquisition System (IDEAS)
- Interface Operability
  - Segment Architecture: Financial Management
    - IT Investment: DOI - Interior Department Electronic Acquisition System (IDEAS)
- Estimated percentage of improvement to speed of publishing documents online
  - Segment Architecture: Land Management Planning and NEPA
    - IT Investment: OS - Interior Planning System (IPS)
- Estimated percentage of improvement to speed of processing public comment letters
  - Segment Architecture: Land Management Planning and NEPA
    - IT Investment: OS - Interior Planning System (IPS)
- Elimination of dual entry of employee HR data.
  - Segment Architecture: Human Resources
    - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- 100% of accounts with statements produced
  - Segment Architecture: Indian Trust
    - IT Investment: OST - Trust Funds Accounting System (TFAS)

Input Measurement Indicators

- Maintain the percentage of time the system is available
  - Segment Architecture: Financial Management
    - IT Investment: BLM-Collections and Billings System (CBS)
- Number of offices using standardized document formats (extensible style sheets) for new business lines
  - Segment Architecture: Land Management Planning and NEPA

        - IT Investment: BLM-IT Support for Resources and Mineral Land Use Planning (ePlanning)
- Number of field offices using the standard templates for LUPs and NEPA documents.
    - Segment Architecture: Land Management Planning and NEPA
        - IT Investment: BLM-IT Support for Resources and Mineral Land Use Planning (ePlanning)
- percent of legacy systems and sub-systems retired per bureau (eg, a legacy system used by 2 bureaus counts as 2) As of Nov 13th 2006, there were 96 bureau-systems to be retired.
    - Segment Architecture: Financial Management
        - IT Investment: DOI - Financial and Business Management System (FBMS)
- % of legacy systems and sub-systems retired per bureau (eg, a legacy system used by 2 bureaus counts as 2).
    - Segment Architecture: Financial Management
        - IT Investment: DOI - Financial and Business Management System (FBMS)
- Systems are available at stated times
    - Segment Architecture: Human Resources
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- System performance is within the established parameters measured by internal system response time
    - Segment Architecture: Human Resources
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- System performance is within the established parameters measured by internal system reponse time
    - Segment Architecture: Human Resources
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- System Operations will allow user access upon receipt of approved requests and all necessary client data
    - Segment Architecture: Human Resources
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- Resources required for report compilation; time/cost saved enables more effective, mission-focused resource utilization.
    - Segment Architecture: Law Enforcement
        - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)
- Quicktime Production system available Mon-Fri, 4am-12am; Sat 4am-9pm; Sun aspm-8pm (BLM, OS only); excludes Federal holidays and other regularly scheduled outages. Scheduled maintenance performed after 6pm with prior notification. All times MT
    - Segment Architecture: Human Resources
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- Increase in Bureau and Department acceptance (IMARS Governance Council votes) of common solution for law enforcement incident reporting
    - Segment Architecture: Law Enforcement

        - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)
- IDEAS User Satisfaction
    - Segment Architecture: Financial Management
        - IT Investment: DOI - Interior Department Electronic Acquisition System (IDEAS)
- IDEAS Interoperability
    - Segment Architecture: Financial Management
        - IT Investment: DOI - Interior Department Electronic Acquisition System (IDEAS)
- FPPS Production system is available to clients Mon-Fri, 5am-6pm, Sat 5am-3pm (MT); excludes Federal holidays, payroll processing times, or regularly schedule outages. Additional hours upon request for special circumstances
    - Segment Architecture: Human Resources
        - IT Investment: E-DOI - NBC Shared Service Center (HRLOB)
- Decommission instances of NPS CIRS and/or CRIMES System.
    - Segment Architecture: Law Enforcement
        - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)
- Decommission DOS-Based LawNet System.
    - Segment Architecture: Law Enforcement
        - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)
- Less data calls to the Field Offices from the public because GIS data will be posted on the web pages managed by ePlanning.
    - Segment Architecture: Land Management Planning and NEPA
        - IT Investment: BLM-IT Support for Resources and Mineral Land Use Planning (ePlanning)

Strategic Goal 6

Increased Accountability.

Outcome Measurement Indicators

- Unqualified audit opinion on Departmental Consolidated Financial statements.
    - Segment Architecture: Financial Management
        - IT Investment: DOI - Federal Financial System (FFS)
- Time it takes to respond to user questions
    - Segment Architecture: Financial Management
        - IT Investment: DOI - Consolidated Financial Statement (CFS) System
- The Help Desk responds to calls in a timely manner during stated hours of operation.
    - Segment Architecture: Financial Management
        - IT Investment: E-DOI - NBC FMLoB Shared Service Provider

- Service Level Agreement (SLA) in place for each client
  - Segment Architecture: Financial Management
    - IT Investment: E-DOI - NBC FMLoB Shared Service Provider
- Measure % of data successfully converted and error rate in conversion. Total number of records that had errors and didn't convert divided by total number of records that should have been converted
  - Segment Architecture: Financial Management
    - IT Investment: DOI - Advanced Budget/Accounting Control and Information System (ABACIS) (GovWorks)
- Inter-Agency Agreement (IAA) in place for each client
  - Segment Architecture: Financial Management
    - IT Investment: E-DOI - NBC FMLoB Shared Service Provider
- Increase percentage of users that are satisfied with the system overall.
  - Segment Architecture: Financial Management
    - IT Investment: BLM-Collections and Billings System (CBS)
- Increase percentage of financial transaction data available within 24 hours to facilitate business decisions.
  - Segment Architecture: Financial Management
    - IT Investment: BLM-Collections and Billings System (CBS)
- Increase in Electronically reportable NIBRS-compliant (FBI) Group A incidents; # NIBRS compliant Group A reports/# of DOI UCR equivalent Group
  - Segment Architecture: Law Enforcement
    - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)
- Help desk response time.
  - Segment Architecture: Financial Management
    - IT Investment: DOI - Federal Financial System (FFS)
- Estimated number of public users viewing documents on-line and commenting on-line. Will depend how land use plans are published to the web.
  - Segment Architecture: Land Management Planning and NEPA
    - IT Investment: BLM-IT Support for Resources and Mineral Land Use Planning (ePlanning)
- Customers who are overall satisfied with the NBC FMLoB.
  - Segment Architecture: Financial Management
    - IT Investment: E-DOI - NBC FMLoB Shared Service Provider
- Audit Findings
  - Segment Architecture: Financial Management
    - IT Investment: DOI - Consolidated Financial Statement (CFS) System
- Achievement of Service Level Agreement objectives
  - Segment Architecture: Financial Management
    - IT Investment: E-DOI - NBC FMLoB Shared Service Provider
- ABACIS FTE and contractor staff respond to end-user assistance, questions, and problems.
  - Segment Architecture: Financial Management

- IT Investment: DOI - Advanced Budget/Accounting Control and Information System (ABACIS) (GovWorks)

Output Measurement Indicators

- Users will be granted access to the application within 3 business days of request
  - Segment Architecture: Financial Management
    - IT Investment: E-DOI - NBC FMLoB Shared Service Provider
- User access to CFS System
  - Segment Architecture: Financial Management
    - IT Investment: DOI - Consolidated Financial Statement (CFS) System
- Response time for Critical, High, Medium, and Low incidents
  - Segment Architecture: Financial Management
    - IT Investment: E-DOI - NBC FMLoB Shared Service Provider
- Payment timeliness: Percent of invoices subject to Prompt Payment Act that are paid on time.
  - Segment Architecture: Financial Management
    - IT Investment: DOI - Federal Financial System (FFS)
- Number of SAS-70 security audit findings with no Serious or Catastrophic potential impact (Level 1: IT-12)
  - Segment Architecture: Financial Management
    - IT Investment: E-DOI - NBC FMLoB Shared Service Provider
- Maintain 100% unqualified audit opinion for accouts receivable.
  - Segment Architecture: Financial Management
    - IT Investment: BLM-Collections and Billings System (CBS)
- % increase in number of significant incidents reported to the watch office.
  - Segment Architecture: Law Enforcement
    - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)

Input Measurement Indicators

- Production system is available 24/7/365, except during established periods of maintenance, pre-approved downtime, and downtime requested by the customer
  - Segment Architecture: Financial Management
    - IT Investment: E-DOI - NBC FMLoB Shared Service Provider
- Percent of time of system availability to customers.
  - Segment Architecture: Financial Management
    - IT Investment: DOI - Federal Financial System (FFS)
    - IT Investment: DOI - Advanced Budget/Accounting Control and Information System (ABACIS) (GovWorks)
- Number of offices using standardized document formats (extensible style sheets) for new business lines
  - Segment Architecture: Land Management Planning and NEPA
    - IT Investment: BLM-IT Support for Resources and Mineral Land Use Planning (ePlanning)

- Number of bureaus using standardized approach with bureau-specific document formats (extensible style sheets) for new business lines
    - Segment Architecture: Land Management Planning and NEPA
        - IT Investment: OS - Interior Planning System (IPS)
- CFS system available 24/7/365, except during established periods of maintenance
    - Segment Architecture: Financial Management
        - IT Investment: DOI - Consolidated Financial Statement (CFS) System
- Average business days to month-end, quarter-end, year-end close
    - Segment Architecture: Financial Management
        - IT Investment: E-DOI - NBC FMLoB Shared Service Provider
- 100% of statements mailed to accountholders with a valid address
    - Segment Architecture: Indian Trust
        - IT Investment: OST - Trust Funds Accounting System (TFAS)
- % increase time saved in achieving process, customer, and/or mission goals.
    - Segment Architecture: Law Enforcement
        - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)

Strategic Goal 7

Improve the Understanding of National Ecosystems and Resources Through Integrated Interdisciplinary Assessment.

Outcome Measurement Indicators

- Public customer usage of NILS GeoCommunicator as a measure of annual web site visits
    - Segment Architecture: Geospatial
        - IT Investment: BLM-National Integrated Land System (NILS)
- Percent of significant data sets fully defined with respect to the geospatial data lifecycle
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial Line of Business (GeoLOB)
- Percent of Senior Agency Officials for Geospatial Information (SAOGIs) that concur with BY10 Joint Business case for Geospatial Governance
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial Line of Business (GeoLOB)
- Percent of A-16 National Significant Data Theme production priorities defined
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial Line of Business (GeoLOB)
- Percent completion of Draft Performance Management Plan
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial Line of Business (GeoLOB)
- Overall satisfaction with IPS support to applications team (Likert Scale 1-7)
    - Segment Architecture: Land Management Planning and NEPA
        - IT Investment: OS - Interior Planning System (IPS)

- Overall satisfaction with ePlanning support to applications team (Likert Scale 1-7)
    - Segment Architecture: Land Management Planning and NEPA
        - IT Investment: BLM-IT Support for Resources and Mineral Land Use Planning (ePlanning)
- Number of visits to geodata.gov
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial One-Stop (GOS)\
- Number of users defined data standards that contribute to A-16/Nationally Significan Data Themes.
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial Line of Business (GeoLOB)
- Number of partnership opportunities posted to geodata.gov
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial One-Stop (GOS)
- Number of offices that post LUPs and NEPA documents on the web along with implementation plans, monitoring plans and evaluations.
    - Segment Architecture: Land Management Planning and NEPA
        - IT Investment: BLM-IT Support for Resources and Mineral Land Use Planning (ePlanning)
- Number of existing Federal software solutions made available for adoption across other Federal agencies
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial Line of Business (GeoLOB)
- Number of cost sharing partnership opportunities for data collection activities posted on Geospatial One-Stop
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial One-Stop (GOS)
- Number of Best Practices articles coordinated, developed, and disseminated that encourage Federal Executives to geo-enable agency programs
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial Line of Business (GeoLOB)

Output Measurement Indicators

- Percentage of tasks completed for realignment of the Federal Geographic Data Committee (FGDC) Steering Committee and Coordination Group
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial Line of Business (GeoLOB)
- Percent Federal agencies with Agreements to post data sets to geodata.gov
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial One-Stop (GOS)
- Percent completion of the definition of the geospatial data lifecycle stages, processes, technology, and practices
    - Segment Architecture: Geospatial

        - IT Investment: E-DOI - Geospatial Line of Business (GeoLOB)
- Number of states posting data sets to geodata.gov
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial One-Stop (GOS)
- Number of Federal agencies posting data sets to geodata.gov
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial One-Stop (GOS)
- Number of Best Practices (costs, schedule, and quality) defined within each of the 7 stages of the geospatial lifecycle
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial Line of Business (GeoLOB)

Input Measurement Indicators

- Percent completion of Joint Business Case for GeoLoB by working 26 partner agencies
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial Line of Business (GeoLOB)
- Number of data sets posted to geodata.gov
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial One-Stop (GOS)
- Number of agencies or operating units sharing geospatial data previously used only by data-producing agency
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial Line of Business (GeoLOB)
- Completion of two Federal Government-wide Enterprise License Agreements
    - Segment Architecture: Geospatial
        - IT Investment: E-DOI - Geospatial Line of Business (GeoLOB)
- Average availability as a percentage of 85 hour week over fiscal year.
    - Segment Architecture: Geospatial
        - IT Investment: BLM-National Integrated Land System (NILS)

Strategic Goal 8

Expand Seamless Recreation Opportunities with Partners.

Outcome Measurement Indicators

- number of units included in the RIDB
    - Segment Architecture: Recreation
        - IT Investment: E-DOI - Recreation One-Stop
- number of reservation units in RIDB
    - Segment Architecture: Recreation
        - IT Investment: E-DOI - Recreation One-Stop
- Number of agencies using the site to submit license certifications
    - Segment Architecture: Grants

        - IT Investment: FWS - Federal Aid Information Management System (FAIMS)
- eliminate all inconsistencies between RIDB and Recreation.gov data
    - Segment Architecture: Recreation
        - IT Investment: E-DOI - Recreation One-Stop
- Dollar amounts of payments processed
    - Segment Architecture: Grants
        - IT Investment: FWS - Federal Aid Information Management System (FAIMS)

Output Measurement Indicators

- Reduce content errors
    - Segment Architecture: Recreation
        - IT Investment: E-DOI - Recreation One-Stop
- Number of Federal partners
    - Segment Architecture: Recreation
        - IT Investment: E-DOI - Recreation One-Stop
- eliminate all inconsistencies between RIDB and Recreation.gov data
    - Segment Architecture: Recreation
        - IT Investment: E-DOI - Recreation One-Stop
- Dollar amount of obligations.
    - Segment Architecture: Grants
        - IT Investment: FWS - Federal Aid Information Management System (FAIMS)
- certification and accreditation (C&A) of RIDB on NPS host
    - Segment Architecture: Recreation
        - IT Investment: E-DOI - Recreation One-Stop

Input Measurement Indicators

- True/False the system has maintained a positive certification and Accreditation status.
    - Segment Architecture: Grants
        - IT Investment: FWS - Federal Aid Information Management System (FAIMS)
- rehost RIDB to commercial service provider
    - Segment Architecture: Recreation
        - IT Investment: E-DOI - Recreation One-Stop
- number of times data is pulled from RIDB
    - Segment Architecture: Recreation
        - IT Investment: E-DOI - Recreation One-Stop

Strategic Goal 9

Improve the Quality and Diversity of Recreation Experiences and Visitor Enjoyment on DOI Lands.

Outcome Measurement Indicators

- Score achieved in the Nielson//Net ratings and/or ACSI Studies

    - Segment Architecture: Recreation
        - IT Investment: NPS - NPS.gov Internet/Intranet Portal (formerly ParkNet)
- Reduced number of complaints from the public
    - Segment Architecture: Recreation
        - IT Investment: E-DOI - Recreation One-Stop
- reduced number of complaints about reservation unit errors
    - Segment Architecture: Recreation
        - IT Investment: E-DOI - Recreation One-Stop
- Number of site visits
    - Segment Architecture: Recreation
        - IT Investment: NPS - NPS.gov Internet/Intranet Portal (formerly ParkNet)
- Number of reservation units in RIDB
    - Segment Architecture: Recreation
        - IT Investment: E-DOI - Recreation One-Stop
- Number of e-mails from visitors who could not obtain the information they were seeking
    - Segment Architecture: Recreation
        - IT Investment: NPS - NPS.gov Internet/Intranet Portal (formerly ParkNet)

Output Measurement Indicators

- Reduce content errors as needed
    - Segment Architecture: Recreation
        - IT Investment: E-DOI - Recreation One-Stop
- Agency web sites compliant with Federal laws, rules, and Agency policy
    - Segment Architecture: Recreation
        - IT Investment: NPS - NPS.gov Internet/Intranet Portal (formerly ParkNet)

Input Measurement Indicators

- Percent of applications fully tested before production launch
    - Segment Architecture: Recreation
        - IT Investment: NPS - NPS.gov Internet/Intranet Portal (formerly ParkNet)

Strategic Goal 10

Manage or Influence Resource Use to Enhance Public Benefit, Responsible Development, and Economic Value.

Outcome Measurement Indicators

- Field Office's will be able to process ADP's faster when using the ePlanning software.
    - Segment Architecture: Land Management Planning and NEPA
        - IT Investment: BLM-IT Support for Resources and Mineral Land Use Planning (ePlanning)
- % of IPS's public users satisfied with online review and comment capability.
    - Segment Architecture: Land Management Planning and NEPA

        - IT Investment: OS - Interior Planning System (IPS)
- % of ePlanning public users satisfied with online review and comment capability.
    - Segment Architecture: Land Management Planning and NEPA
        - IT Investment: BLM-IT Support for Resources and Mineral Land Use Planning (ePlanning)
- Percent of BLMs western townships with land status, boundary, and geographic coordinates in digital format on the Internet.
    - Segment Architecture: Geospatial
        - IT Investment: BLM-National Integrated Land System (NILS)
- Percentage of LR2000 Cases available via Intranet/Internet access (geospatial) providing information on the status, condition, and use of public lands.
    - Segment Architecture: Geospatial
        - IT Investment: BLM-National Integrated Land System (NILS)

Strategic Goal 11

Protect Cultural and Natural Heritage Resources.

Outcome Measurement Indicators

- Number of electronically reported Natural Resource Related Law Enforcement Incidents; digital information crime analysis of activities resulting in damage to natural resources improves protection capabilities.
    - Segment Architecture: Law Enforcement
        - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)
- Number of electronically reported Drug Related Law Enforcement Incidents; digital information analysis of Drug Activity improves control capabilities, such as more effective resource deployment.
    - Segment Architecture: Law Enforcement
        - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)
- Number of electronically reported ARPA Related Law Enforcement Incidents; digital information crime analysis of activities resulting in damage/loss of irreplaceable archealogical resources improves protection capabilities.
    - Segment Architecture: Law Enforcement
        - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)
- % reduction of illegal incidents leading to damage or loss of Federal property located on DOI lands or areas of interest
    - Segment Architecture: Law Enforcement
        - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)
- % of DOI facilities that have security plans and continuity of operation plans.

- Segment Architecture: Law Enforcement
  - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)

Strategic Goal 12

Improve Protection of Lives, Resources, and Property.

Outcome Measurement Indicators

- Number of Electronically Reported Law Enforcement Incidents; Increased information accessibility resulting in higher probability of identification and apprehension of offenders
  - Segment Architecture: Law Enforcement
    - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)
- Illegal incidents leading to damage or loss of Federal property located on DOI lands or areas of interest.
  - Segment Architecture: Law Enforcement
    - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)
- % of cases adjudicated
  - Segment Architecture: Law Enforcement
    - IT Investment: DOI - Incident Management, Analysis, and Reporting System (IMARS)